

URBAN/MUNICIPAL

CA4 ON HBL RIO
B70
1993

1993

BUDGETS

CITY OF HAMILTON

URBAN M.
FEB 1994
GOVERNMENT DOCUMENTS



Photography by Charlie Rader

ONTARIO, CANADA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

The Corporation of the City of Hamilton,
Ontario

For the Fiscal Year Beginning

January 1, 1992

[Signature] *Jeffrey L. Esser*

President

Executive Director

U. BAN M.

FEB . 1994

GOVERNMENT DOCUMENTS

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to The Corporation of the City of Hamilton for its annual budget for the fiscal year beginning 1992.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

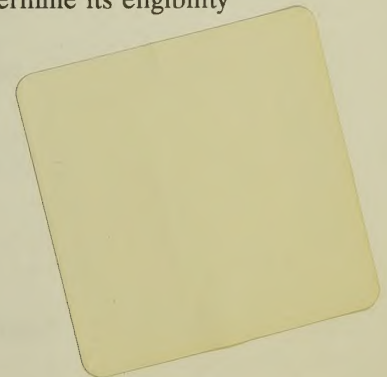


TABLE OF CONTENTS

Current Budget

Members of The 1993 City Council	1
Standing Committees of Council	2
Administrative Structure	3
Message From The Mayor	4-5
Joint Report of the Chief Administrative Officer and Treasurer	6-13
Summary of Attachments	14
Report of The Committee of the Whole	15
1993 Current Budget Process - Flowchart	16-17
- Description	18
1993 Tax Dollar Apportionment (Pie Chart)	19
Summary of The 1993 Taxation Requirement	20
Percentage Increase in Taxes Levied 1993 Over 1992 (Bar Graph)	21
Comparison of City Tax Rate Increases to C.P.I. and Provincial Transfer Payments	22
1993 Estimated City Revenues and Expenditures (Pie Charts)	23
Comparison of Mill Rate Increases and the Consumer Price Index	24
Revenues	25
1993 Comparative Statement of Estimates - Revenues	26
Comparative Summary of Taxation - By Taxing Entity	27
Comparative Summary of Taxation - By Classification	28
Where Your 1993 Tax Dollar Goes	29
Summary of the 1993 Expenditure Estimates by Committee	30-37

Departmental Summaries By Committee

City Clerk/Legislative	38-40
Chief Administrative Officer	41
Fire	42-44
Human Resources	45
Property:	46-50
Real Estate Division	48
Architectural Division	48
Building Operations and Maintenance Division .	49
Central Utilities Plant	50
Law	51
Information Systems	52-53
Treasury:	54-56
Finance and Purchasing Divisions	55-56
Hamilton Public Library System	57-58
Parking Authority of the City of Hamilton	59-60
Hamilton Entertainment and Convention Facilities, Inc.	61-62
Public Works:	63-68
Cemeteries Division	64
Parks Division	65
Streets and Sanitation Division	66
Fleet Services Division	67
- City Garage	68
Culture and Recreation:	69-71
Recreation	70
Culture	71
Hamilton and Scourge Project	72
Building	73-75
Planning and Development	76
Traffic	77-79
Local Roads - By Region	80-81

TABLE OF CONTENTS

City of Hamilton Share of Regional Estimates	82
City of Hamilton Share of Board of Education Estimates	83
 <i>1993-2002 Capital Budget</i>	
Report of The Treasurer	84-93
Recommendations Adopted by City Council	94-95
1993 Capital Budget Process	96
Approval Process For Capital Budget and Capital Projects	97
Projects by Department Order with Financing	98-110
 <i>Statistical Information</i>	
Permanent Staff Complement By Department	111
Total Residential Mill Rates and Residential Realty Taxes on an Assessment of \$5,000	112
Comparison of Taxable Assessment and Population, 1984-1993	113
Summary of Populaton, Adjusted Municipal Levy and Mill Rates	114

Comparison of Residential and Non-Residential Assessment (Bar Graph)	115
Comparison of Residential and Non-Residential Assessment Within The City	116
Analysis of Municipal Debenture Principal And Interest Financed By Mill Rates	117
Municipal Debenture Principal and Interest (Bar Graph)	118
Debenture Principal and Interest	119
Annual Value of Building Permits Issued - By Classification	120
Report of the Finance and Administration Committee	121

Appendix

1993 Current Budget Assumptions	122
1993 Current Budget Service and Program Packages ..	123
Capital Budget Assumptions and Notations	124
Glossary of Terms	125-130

MEMBERS OF THE 1993 CITY COUNCIL

MAYOR

Robert M. Morrow

ALDERMEN

Ward 1 – T. Cooke
– M. Kiss

Ward 3 – D. Drury
– B. Morelli

Ward 5 – D. Agostino
– F. Eisenberger

Ward 7 – H. Merling
– T. Anderson

Ward 2 – V. J. Agro
– W. M. McCullough

Ward 4 – G. Copps
– D. Wilson

Ward 6 – T. Jackson
– B. Charters

Ward 8 – D. Ross
– F. D'Amico

OFFICERS OF THE TREASURY

A. C. Ross, CMA

Treasurer

FINANCE DIVISION

I. R. Hammel, A.M.C.T.
Manager of Accounting

N. R. Adhya, B. Comm., CMA
Manager of Budgets

T. W. Daw, CMA
Manager of Revenues

OTHER DIVISIONS

T. M. Bradley, C.M.M.1
Manager of Purchasing

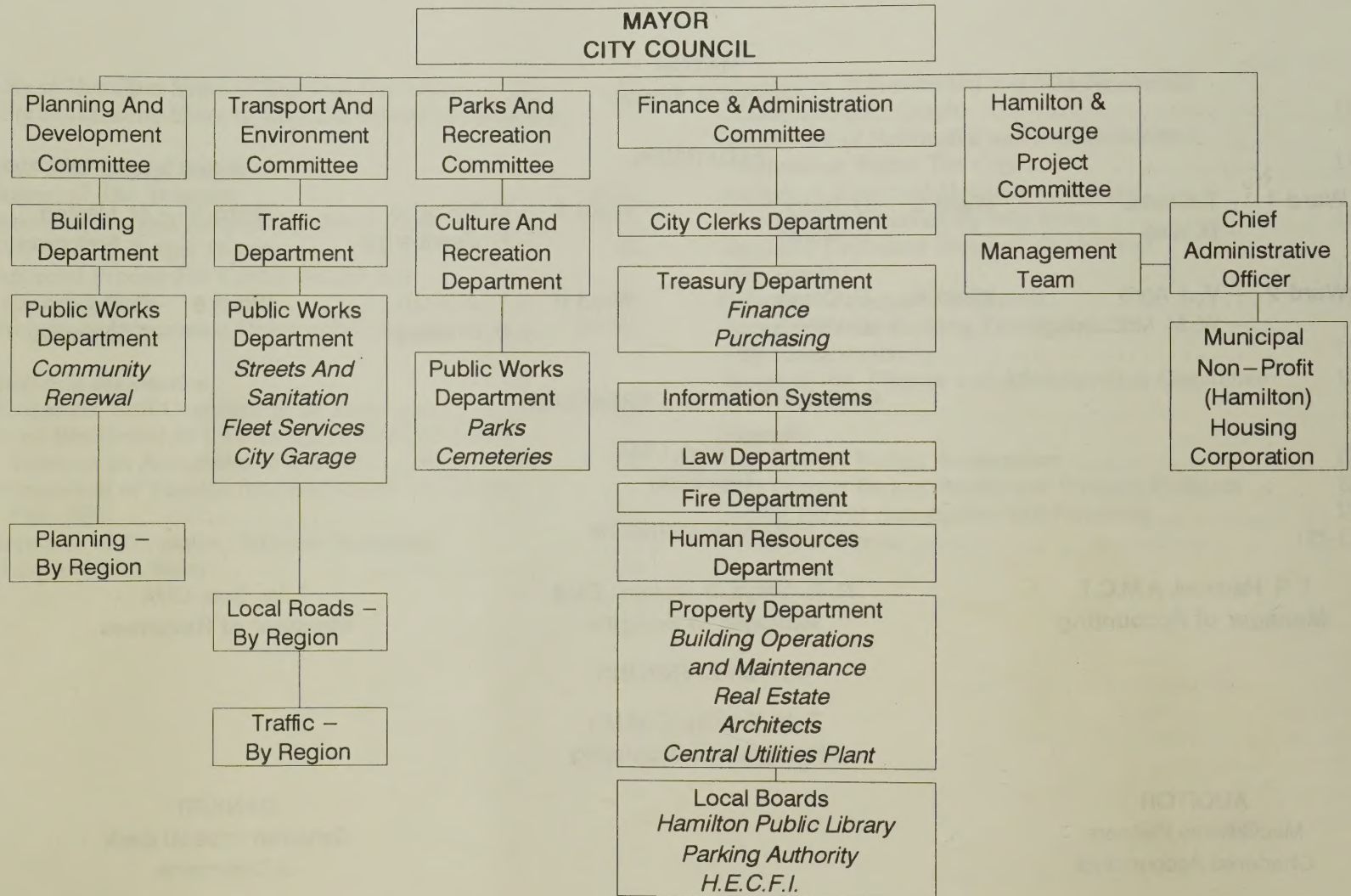
AUDITOR

MacGillivray Partners
Chartered Accountants

BANKER

Canadian Imperial Bank
of Commerce

STANDING COMMITTEES OF COUNCIL



ADMINISTRATIVE STRUCTURE

CHIEF ADMINISTRATIVE OFFICE

J. G. Pavelka, P. Eng.

DEPARTMENTS

Building

L. King, P. Eng.

Clerk

J. J. Schatz, A.M.C.T.

Culture and Recreation

R. C. Sugden, R.D.M.R.

Property

D. W. Vyce, AACI

Hamilton Public Library

J. McAnanama, B.A., B.L.S., M.B.A.

Fire

G. C. Baker

Human Resources

J. Johnston

Information Systems

J. G. Hindson, P. Eng.

Municipal Non-Profit (Hamilton) Housing

M. Mascarenhas

Local Planning

V. Abraham, M.C.I.P.

LOCAL BOARDS

Public Works

D. J. Lobo, B.Sc., C.E.T.

Law Department

P. Noé Johnson, B.A., M.A., LL.B.

Traffic

M. F. Main, P. Eng.

Treasury

A. C. Ross, CMA

Parking Authority of the City of Hamilton

P. G. Baker, H.B.A.

Hamilton Entertainment and Convention Facilities, Inc.

G. Macaluso, B.A.

EDUCATION

The Hamilton Board of Education

Donald W. Goodridge, B.A., B. Ed., M. Ed.

The Hamilton-Wentworth Roman Catholic Separate School Board

J. P. Ponikvar, B.A., B. Ed., M. Ed.

MESSAGE FROM THE MAYOR

To all Citizens of HAMILTON:

May I offer to you the City of Hamilton's 1993 Current and Capital Budgets. The format builds on last year's budget book which won the **1992 Government Finance Officers Association Distinguished Budget Presentation Award** (front cover overleaf) for the second year in a row. This presentation provides an excellent forum to communicate to you the various City programs which are planned for 1993 and future years.

In spite of the continuing difficult economic environment and the impact of a Provincial Social Contract which has been experienced not only locally but across the Province, Hamilton remains as the strong heart of the Regional Municipality of Hamilton-Wentworth. Our expanding cultural community and the continued shift in the employment base to become more diversified and vibrant ensures Hamilton keeps moving ahead.

Again this year, both the Current and Capital Budgets were prepared with a strong understanding that they should have a minimal tax impact on the local taxpayer. This was not an easy task, requiring difficult decisions by City Council and Management Team concerning the level of programs and the allocation of resources. After much debate at both the staff and political levels the budgets were approved. The resultant tax rate increase for the City's component of the tax bill was a reasonable 1.62%. The overall tax increase for 1993 is 2.35%, after providing for tax increases related to the Boards of Education and Hamilton-Wentworth Regional operations. This nominal overall tax increase which approximates the rate of inflation reflects a political acknowledgement at all three levels (City, Region, and Boards of Education), for the taxpayers' need for minimal tax increases.

Management Team and City Council continued to address municipal rightsizing and other staffing considerations in order to achieve this minimal tax increase. Specific direction was given by Council that staffing costs in 1993 are to remain at 1992 levels, which required City Hall to be closed for a number of days throughout 1993. However, there was little inconvenience and minimal service reductions which resulted in the 1.62% tax increase.

In spite of all of these challenges noted above there are some highlights in 1993 that I would like to bring to your attention, such as,

- ◆ the grand openings of the refreshing Pier 4 and West Harbourfront Parks as part of the continuing revitalization of our Harbour
- ◆ the rejuvenation of Huntington Park Recreation Centre with a water slide and other amenities to reflect a leisure pool concept
- ◆ the nurturing of over 70,000 City trees and 160 established parks - an environmental plus
- ◆ the beautification by way of florals planted on various traffic islands throughout our fair City
- ◆ our entertainment and convention facilities under the H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.) Board management celebrated the 20th anniversary of the opening of Hamilton Place with headline entertainment

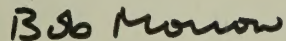
MESSAGE FROM THE MAYOR

The strength of our City is not only measured by the programs and services offered by the City, but also by its financial position. In this respect, the AAA credit rating given our Region has been reaffirmed. The City is an important element in that rating.

I am proud of the services and programs that our fine City has to offer to you the taxpayers and to the broader community within the Region, the Province and our Nation.

Finally, I would like to take this opportunity to express my appreciation to City Council and its leadership for making difficult policy and program decisions in order to finalize the Current and Capital Budgets within reasonable increases and effecting the fourth successive "bare-bones" annual civic budget. This was only possible because of the extensive budget preparation by and excellent cooperation of the Chief Administrative Officer, City Treasurer and Management Team.

Sincerely,

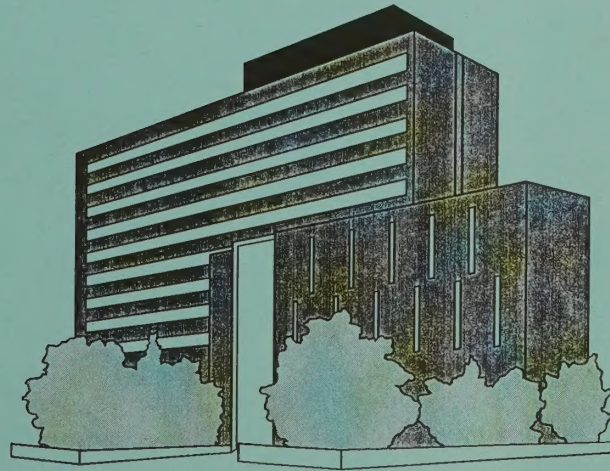
A handwritten signature in black ink that reads "Bob Morrow". The signature is written in a cursive, slightly slanted style.

Mayor Robert M. Morrow

December 1993

1993

CURRENT



BUDGET



JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Introduction

It is with pleasure that we present the City of Hamilton 1993 Current Budget of Revenues and Expenditures including the Library Board, the Parking Authority and the Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.). The net total municipal budget in the amount of \$166,827,070 was approved by the Committee of the Whole and subsequent City Council meeting on Friday, February 26, 1993. Upon receipt of the Boards of Education and the Regional Municipality of Hamilton-Wentworth current budgets and tax requirements, the tax (mill) rates were approved under Section 6 of the Ninth Report of the Finance & Administration Committee adopted by Council April 27, 1993.

We are also presenting the City's Ten Year 1993-2002 Capital Budget Program which was approved by City Council on Friday January 29, 1993. The approved Capital Budget contains projects estimated to cost \$212,701,000 (gross cost of \$295,608,000 less subsidies and other funds of \$82,907,000) over this ten year period. Further details on this Capital Budget can be found in our separate report on this topic located on pages 84 to 93 in this document.

The economic conditions plus the pressures of rising expenditure costs from 1992 presented a major challenge in finalizing both the 1993 Current and Capital budgets. The challenge was to keep the tax rate down in response to the effects of a continuing economic downturn while ensuring minimum reductions to service levels. Contractual increases for non-union and unionized employees, Pay Equity/Job Evaluation adjustments, employee benefit increases as well as the costs for some new and expanded facilities planned for 1993 created upward pressure for expenditure increases beyond nominal amounts. Overall assessment growth of only 0.06% actually created a levy reduction due to the percentage change in weighted taxable assessment. The 1993 budget had to address all of these factors at acceptable cost to the

taxpayers of Hamilton.

To achieve the challenge of a low tax impact, Management Team looked to existing policies and guidelines, clear direction from City Council and improved co-ordination between the Current and Capital budgets.

This report will review the process which evolved to create the 1993 Current budget, highlight some of the areas within the Current budget which are noteworthy and discuss significant events which required some adjustments following the approval of the 1993 budgets.

After the 1993 City Revenue and Expenditure Budgets were approved by Committee of the Whole and Council there were several events that affected the City's budget position. Firstly, a severe winter including a damaging ice storm affecting 100's of mature trees created a significant overexpenditure of the relevant departmental accounts. The second event refers to the Province's May Budget, Expenditure Control Plan. Finally, Social Contract legislation which was approved by the Province significantly impacted on the City. These three major events required some post-budget Council resolutions that resulted in changes to the revenue and expenditure accounts. These impacts are discussed at the conclusion of this report.

Economic Outlook

The economic downturn which has remained not only in the City and Region but also throughout this country, continues to generate external demands that affect the operations of the City. Indicators suggest that although there was real growth in 1992 of 1.3% (compared to a decline in 1990 and 1991) employment declined in 1992 by 1.0%, and unemployment grew to 10.7%. The impact of these indicators relative to the demands for the 1993 budget was in terms of continued slow assessment growth, slowdown in development-related revenues and

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Economic Outlook - continued

userfees. At the same time City expenditure and servicerequirements remain, thereby increasing the pressure on the mill rate.

The City utilized an estimated Consumer Price index increase of around 2.0% for 1993 budget purposes. This rate and other assumptions in relation to the Current and Capital Budget are all identified in a separate schedule listed in the Appendix (pages 162, 171-172).

Budget Process

The 1993 Current Budget process started considerably earlier this year than in prior years. Management team met on June 12, 1992 to review the 1992 Budget process and plans for 1993, giving emphasis to long term directions for budget process development. Management Team also committed to regular weekly meetings, and by September 8 had established a timetable and defined the various roles involved. On September 25, the Committee of the Whole received a budget forecast with the mill rate increase forecasted at 8.8%. It was at this time that regular monthly meetings of the Committee of the Whole were established to keep Council up-to-date on the budget.

While the City maintains a strong Standing Committee form of local government, City Council decided once again to have all budgets presented directly to Council for approval. This worked extremely well because staff had a well documented budget for their review, the information was clear and discussions were made at the global level. In the process a tremendous amount of time was saved on the part of staff and Council, and everyone was satisfied with the results.

At this same Committee of the Whole meeting in September, Management Team presented their proposed approaches to the Current

and Capital budgets. The approach for the Current Budget was a four-pronged attack consisting of consolidated user fees, review of labourcosts, exploring alternative service delivery methods and identifying potential service/program reductions.

The subsequent Call Letter was issued to the Departments and Local Boards on October 5, 1992 requesting them to prepare their 1993 Maintenance Budgets with no provision (at least at this point) for new or expanded programs or staff. This document is used to request the departmental submissions concerning their 1993 operations and outlines any relevant guidelines and policies which would assist the departments in the preparation of the budgets. The initial submissions from the departments were required to be submitted by the end of October. This information formed the basis of the Committee of the Whole presentation on November 30, 1992.

For further information concerning the City's method of budgeting and related performance/program measurements please see Appendix A on page 8.

Direction of Council

On October 29, 1992, the Committee of the Whole received a presentation on the Pre-Budget Forecasts of both the Current and Capital Budgets. The purpose of the presentation was largely to communicate to Council the developing difficulties that Management Team was experiencing in both budgets. The Capital Budget submissions exceeded all existing Capital policies and guidelines within the ten year program. The Current Maintenance Budget forecast suggested a 7.5% tax rate increase. Although not formally stated by way of a Council resolution, the directive of the Committee of the Whole was to identify the implications of achieving a 0%, 3%, and 4.5% mill rate increase.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

The Current Budget Sub-committee of the Management Team continued to spearhead the Management Team process for the 1993 budget. (This format was successful during the 1992 budget process.) The Current Budget Management Team Sub-committee monitored the overall development of the budgets, which included: the establishment of guidelines and a review of existing policies; a review and prioritization of all Service/Program packages; developing final budget recommendations for the consideration of Management Team.

Public Input - December 2, 1992

City Council held an information night on December 2, 1992 for public input on the 1993 Current and Capital budgets. As part of the opening remarks an explanation of the tax system, its history and an update on the 1992 Current and Capital budget was presented. This provided the background for the rest of the presentation. The ensuing presentation discussed the issues and approaches to the challenges affecting the 1993 Current and Capital budgets as noted earlier. It concluded with an opportunity for questions and answers to formulate a public perspective to the challenges facing the 1993 budgets.

Labour Costs to remain at 1992 Levels

On December 15, 1992 during a Committee of the Whole budget update meeting City Council moved to freeze non-union and Council wages and salaries at 1992 levels and indicated that labour costs within all employee groups would be held at 1992 levels. This action was the result of the corporate review of the labour costs noted earlier. In January, all departments and Local Boards were therefore asked to review their budgets, in light of the need to revise the salary and wage forecasts stemming from the Committee of the Whole presentation in December. Some of the unionized personnel groups had existing collective agreements which allowed for pay increases to be implemented in 1993. Given these existing collective agreements,

lay-offs were required within some bargaining units in order to comply with the December Council directive. Operationally this required City Hall to be closed on some Friday's for the months of May, June, September, October and November. It also required spring and fall reductions in some outside maintenance service levels.

User Fees/Program Packages

Also in January, Departments were asked to review their budgets to ensure that the impacts of the Consolidated User Fee Report which was approved on January 15, 1993 were reflected in the departmental estimates. In addition to this review department and local boards were asked to prepare Service/Program packages which would facilitate lowering the tax rate via the elimination of prioritized service/program packages identified.

The departments were asked to prepare sufficient packages to reduce their estimates to 0%, 3%, and 4.5% increase over their 1992 estimates as a first step. These packages and budgets were processed and monitored by Treasury staff and then forwarded to the Current Budget Management Team Sub-committee for consideration.

The Current Budget Management Team Sub-committee reviewed these packages in detail and in some cases recommended that the service/program package be incorporated in the recommended budget as part of general good management of the City's resources. These cases usually involved streamlining existing services/programs thereby making them more efficient and may have involved staff reductions (usually vacant positions). Other packages were prioritized for consideration by Committee of the Whole in establishing the 1993 final budget.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Another dimension that the Current Budget Management Team Subcommittee used to assist in the reduction of the tax rate was the development of "Corporate" packages. These packages could cross departmental boundaries and should be considered from a corporate or global perspective. Some examples of the corporate packages which were developed were: a) reduced hours of operations; b) review of the vacancy policy to require a position to be vacant for a specified period of time; c) use of overtime; d) elimination of the Seniors' Tax Rebate program (this package was carried forward to be considered by the Committee of the Whole during the final budget deliberations).

Management Team then proceeded to review and rank all of the existing departmental and corporate packages in preparation of the scheduled budget deliberation by the Committee of the Whole on February 26, 1993.

Capital and Current Budget Impacts

Traditionally the Capital budget impacts on the current by way of debt charges for the financing of the project or the Capital Levy as a current source for the "Pay-as-you-go" capital projects. Another current cost from the capital budget comes from the annual operating cost of the project or program. This is true whether it is a new building or a piece of new equipment such as an additional garbage compactor to assist in the collection of garbage along any new subdivisions.

As is noted in our separate report on the Capital Budget included within this document, Management Team reviewed the traditional role of the capital budget driving the current and suggested that instead of increasing the capital levy to 4 mills as approved in the 1992-2003 Capital Budget, this parameter should be revised to a \$2.2 million capital levy. This was necessary to respond to Council's directives regarding 1993 current budget increases, given other current budget priorities.

Highlights of Current Budget

Current Expenditures

The 1993 Budget amount of \$167,059,960, prior to review by the Committee of the Whole and Council, represented an increase of \$3,043,010 or 1.8% over 1992. Following an examination by Committee of the Whole and Council, these amounts were reduced by \$232,890 to \$166,827,070, representing an increase in expenditure of \$2,810,120 over 1992 or 1.71%. It is interesting to note that overall the total expenditures grew at a rate which approximates the inflation rate. This 1.71% increase is actually lower than the rate increase of the other revenues noted next at 2.4%.

Current Revenues

The 1993 Revenues for the City of Hamilton, not including Taxation and the Carry Forward Surplus, have increased over 1992 by \$1,277,560 or 2.4% of which \$1,068,460 is related to user fees (a 7.1% increase over the 1992 user fees). The percentage increase in the user fees reflects Management Team's approach to the budget through an examination and greater emphasis on User Fees.

It is interesting to note that overall these revenues have increased just slightly higher than the rate of projected rate of inflation of 2%.

Provincial Grants

The provincial unconditional grants were budgeted at a 2.0% increase in 1993 to \$12,871,730 (1992 - \$12,614,760). However the Provincial Budget in May 1993 altered this original budget significantly, as discussed later in this report under **Post-Budget Events**.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Assessment Growth

Assessment remained essentially flat in 1993 with a growth rate of 0.06% over 1992 levels. This actually translates into a reduction in revenue of \$11,900 due to the percentage change in weighted taxable assessment, as the non-residential realty and business assessment actually decreased by 0.93%, while the residential assessment increased by 0.76%.

Surplus for the Year 1993

The City of Hamilton, through careful budgeting and co-operation of the various departments, is able to report a surplus for the 45th consecutive year in 1992, allowing for a \$250,000 carry-forward surplus into 1993. The City's policy regarding the eventual elimination of carry-forward surpluses to finance the next year's operations results in no carry-forward surplus for 1994 as 1993 is the last year to provide for a carry-forward surplus.

Total Mill Rates and Levies

The approved revenues and expenditures of the City resulted in a residential mill rate for 1993 of 104.2203 mills, representing an increase over 1992 of 1.6631 mills or 1.62% compared with last year's increase of 3.94% over 1991. The total taxation requirements for 1993, the resultant mill rates and other pertinent information are summarized and presented following this report.

The Current Estimates and resultant levy of the Regional Municipality of Hamilton-Wentworth, the Board of Education for the City of Hamilton, and the Hamilton-Wentworth Roman Catholic Separate School Board, are included for information purposes as indicated on page. It should be noted that the above named bodies requisition the City of Hamilton for their required levies and the City, by Provincial

Statute, must levy and collect the resultant taxes and transfer such levies to these Boards.

City Council approved the mill rates relative to the final City Estimates, along with the Regional and Educational mill rates, on Tuesday, April 27, 1993. The Regional requirement showed an increase of 3.4871 mills for residential purposes or 3.37% over 1992 rates. The Education requirement showed an increase of 4.0814 mills for residential purposes or 2.19% over 1992 rates.

Total requirements for the City, Regional and Educational purposes have resulted in mill rate increases of 9.2316 mills for residential taxpayers and 10.8607 mills for non-residential taxpayers in 1993, an increase of 2.35% for each rate respectively.

Post-Budget Events

As noted earlier, there were three significant events which required ongoing review and consideration of the February 26 approved 1993 budget. The first event, relates to the severe 1993 winter. From December 1992 through to April 1993, Hamilton had a significant snowfall and several snow emergencies which presented excessive demand on our snow resources. These emergencies culminated with a severe ice storm that damaged 100's of City-owned trees on the road allowance and within our parks. The resultant tree-trimming removal and replacement of trees far exceeded any normal budgeted amounts for these activities. Overall this severe winter required a review of the financing of the unanticipated overexpenditures which was presented to City Council in May at a special Committee of the Whole meeting. The recommendation addressed financing of these overexpenditures only and no budget adjustments were required.

The next significant event was due to the 1993 Provincial budget, presented in May. As a result of the Province's Expenditure Control

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Post-Budget Events - continued

Plan, the City is faced with a 12.9% reduction in Unconditional Grants for 1993, amounting to \$1,660,000. The Expenditure Control Plan also contained some reductions in conditional grants, and the area of main concern is the changes in eligibility criteria for MTO (Ministry of Transportation of Ontario) road construction and maintenance subsidies. Due to overexpenditures in road winter maintenance accounts, it is not anticipated at this time that these MTO modifications will reduce the City's MTO grant receipts in 1993. A reduction is possible for 1994 allocations and beyond. The Province's May Budget also outlined a number of areas that are now subject to the Provincial Sales Tax, such as Group Benefits, and amount to \$245,460 for 1993 for the City. City Council approved financing these amounts through an increase in the City Expenditure base and also approved the reduction of the provincial subsidy base, and these amounts are reflected in all attached documentation.

Finally, the Province's Social Contract, which became legislation on June 14, 1993, reduced funding by the province by a further \$2.5 million from the City budget. For 1993, the amount was financed through controlling vacancies, through efficiencies, as well as through non-paid days. No budgetary adjustments were made for these actions. For 1994, the province is expected to reduce grant payments an additional 33%, amounting to over \$3.3 million.

Budgetary and financing adjustments for these events were considered by Committee and Council at various times during 1993. City Council at a Committee of the Whole meeting December 14, 1993 confirmed the previously approved budgetary adjustments and financing issues for all of these post budget events.

The information presented within this document reflects the revised 1993 budget.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

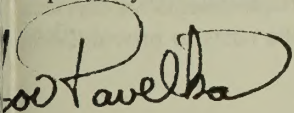
Conclusion

Enclosed for your information, following this report, is a summary listing of relevant documentation.

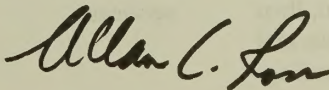
We wish to acknowledge the courtesies and cooperation extended in the preparation of these Estimates by all levels within the Civic Departments and the Local Boards. We would also like to take this opportunity to recognize the senior City officials and the Treasury Department staff, especially the Budget Division for their dedication and co-operation in the preparation of this budget and this publication.

In closing, appreciation is extended to the Members of Council for their confidence in Management Team's abilities throughout the budget process. The approved and amended budget for 1993 responds to public concerns regarding tax rate increases while continuing to reflect the service requirements of an urban municipality.

Respectfully submitted



Joe Pavelka, P. Eng.
Chief Administrative Officer



Allan Ross
Treasurer

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

APPENDIX A

Method of Budgeting

The City uses a "modified program budgeting" approach for both the current and capital budgets. In essence this approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments. This budget approach reflects the fact that departments and local boards are accountable on a bottom line basis as opposed to individual account basis. This Modified Program Budgeting approach contrasts with the "line budgeting" system wherein each account is evaluated and any alterations of accounts has little effect on the overall budget.

In the formulation of the budgets, information is collected on an accrual basis of accounting. This is consistent with the format presented in the financial reports and the method of recording the transactions during the year.

Any amendments to the budget during 1993 are addressed by the revised (September 1990) Procedural By-law. This By-law requires that any unbudgeted items (i.e. new services or programs) which are being recommended by a Standing Committee or Council must be financed through tradeoffs of other services or programs. These tradeoffs are to be considered first by the appropriate department, then Standing Committee. If resources are still unavailable, the Finance and Administration Committee is requested to find a source of funding. Given a very lean budget, there are not many alternative sources for funds, except for emergencies which could access Contingency funds. In all cases, a funding source has to be approved by Council prior to any relevant expenditures.

In 1993 significant events such as an excessive winter and the Provincial budget and Social Contract required the need to amend the budget. This involved identifying funding sources and trade-offs of programs to address the financing of these events.

Performance Measurement

General performance measures used by the City include compliance with the budgeted expenditures and revenues and the need to ensure that the City reduces its expenditure base going into 1994 to offset the wage freezes and short-term lay-offs that were a necessary part of the 1993 budget.

In addition the City uses a Maintenance Management System for performance measurement mainly in two departments, namely the Public Works (Streets, Sanitation and Parks Division) and the Traffic Department, representing 22.0% of the 1993 City Budget. The Performance Budget concept indicates the relationship between service levels provided and the cost of providing individual services. This is a valuable tool for decision making in terms of providing information which permits the rationalization of funding requirements for services, and the effective monitoring and control of the costs to provide these services.

SUMMARY OF ATTACHMENTS

An integral part of this publication is the following listing of Schedules found throughout:

	Page
1993 Tax Dollar Apportionment (Pie Chart) - shows distribution of City, Regional and Educational amounts	19
Summary of The 1993 Taxation Requirement	20
Percentage Increase in Taxes Levies 1993 Over 1992 (Bar Graph)	21
Comparison of City Tax Rate Increases to C.P.I. and Provincial Transfer Payments	22
1993 City Revenues/1993 City Expenditures (Pie Charts)	23
Comparison of Mill Rate Increases and the Consumer Price Index	24
Revenue Sources	25
1993 Comparative Statement of Estimates - Revenues	26
Comparative Statement of Taxation - By Taxing Entity	27

	Page
Comparative Statement of Taxation - By Classification	28
Where Your 1993 Tax Dollar Goes (Bar Graph) - indicates expenditures by function	29
Summary of 1993 Expenditure Estimates By Standing Committee	30-37
Departmental Summaries By Function - includes description of responsibilities and historical amounts	38-81
City of Hamilton Share of Regional Estimates	82
City of Hamilton Share of Board of Education Estimates	83

Also enclosed in this publication is additional statistical information, Capital Budget Programmes, and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1993 Budgets.

**Section 1 of the Third Report of the Committee of the Whole adopted
by City Council at its meeting February 26, 1993, addressed the approval
of the 1993 Current Budget and states the following:**

1. (a) (i) That the 1993 Revenue and Expenditure estimates for the City of Hamilton in the amount of \$166,827,070 representing a 1.62% increase in the tax (mill) rate or an increase of \$8.32 in taxes for a representative assessed household, be approved.

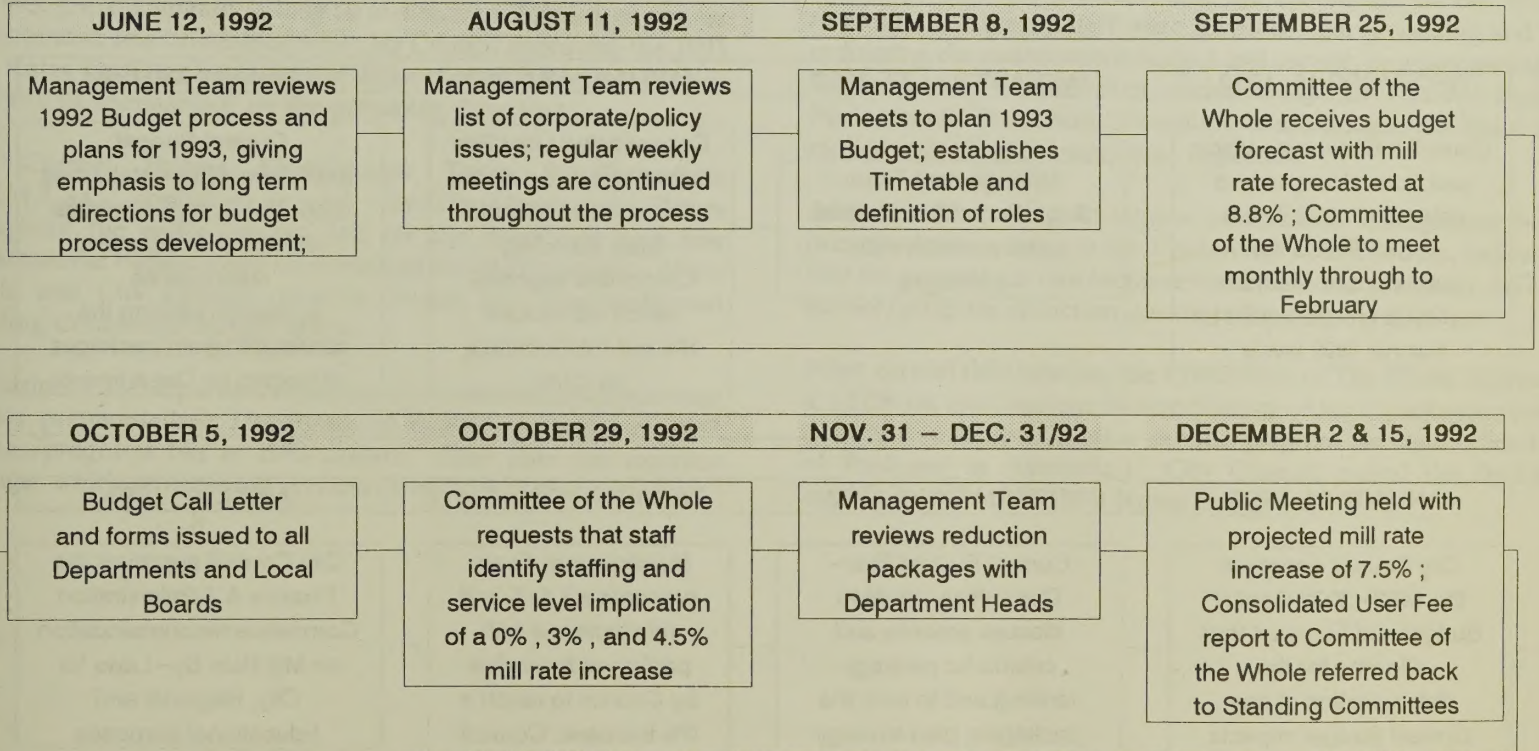
(ii) That the Treasurer be directed to prepare the necessary by-law(s) to establish the 1993 mill rate for the City of Hamilton, on the basis of the foregoing revenue and expenditure estimates.

(b) That the Treasurer be directed to make the necessary expenditure adjustments in order to redistribute 1993 salary, wage and related benefit expenditures among the various centres and in keeping with the 1993 labour cost operational plan.

**Section 2 of the Second Report of the Committee of the Whole adopted
by City Council at its meeting January 29, 1993, addressed:**

2. That strategy #3 to integrate bargaining unit wide layoffs with identified service reductions while maintaining essential service as presented by the Commissioner of Human Resources be approved.

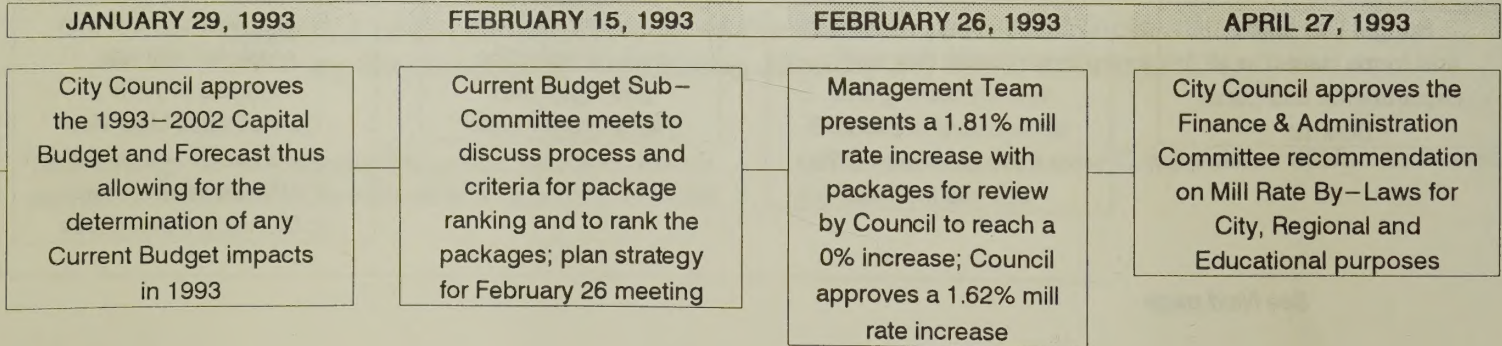
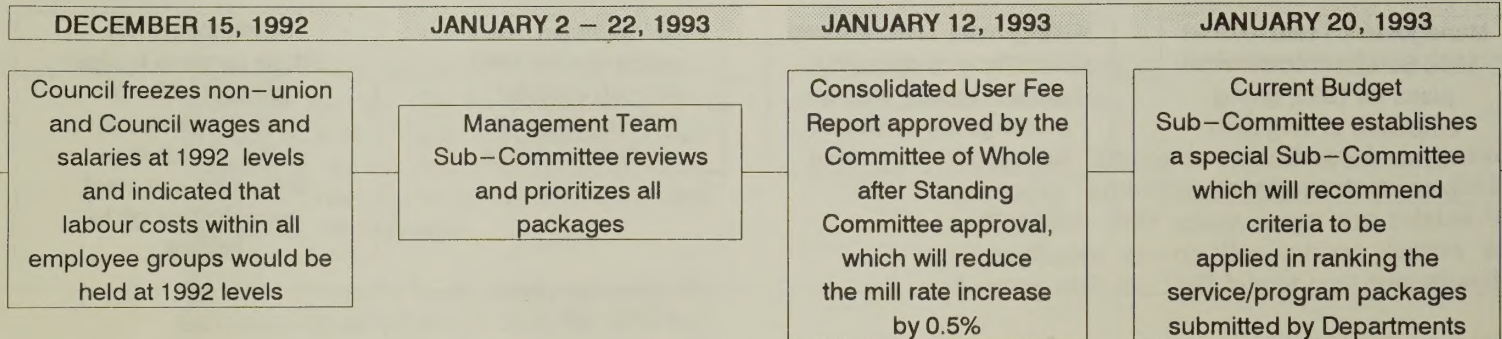
1993 CURRENT BUDGET PROCESS



See Next page

1993 CURRENT BUDGET PROCESS

See Prior Page



CURRENT BUDGET PROCESS

The *Current Budget Process* commenced on June 12, 1992 with Management Team reviewing the 1992 Budget process and plans for 1993, giving emphasis to long term directions for budget process development, and culminated with City Council approving the 1993 Mill Rates for City, Regional and Educational Purposes on April 27, 1993, as summarized on the preceding flowchart.

The Current Budget Management Team Sub-Committee (C.B.M.T.S.C.) continued to work with the Management Team throughout the entire process and for the third year in a row Departmental budgets were submitted directly to Committee of the Whole and City Council, thereby passing the once-traditional Standing Committee budget review.

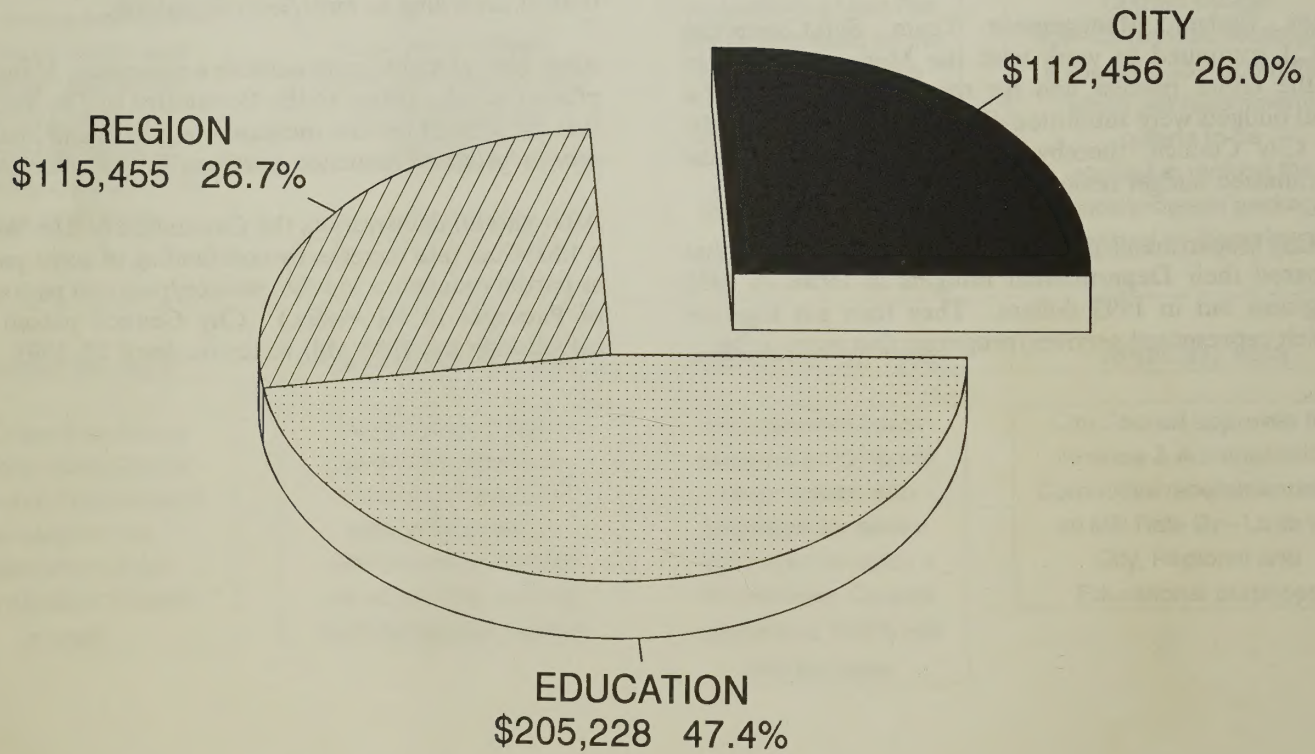
The various City Departments prepared maintenance budgets; that is, they prepared their Departmental Budgets in terms of 1992 services/programs but in 1993 dollars. They then put together packages which represented services/programs that were to be

offered up in order to reach a four and one-half percent and then a zero percent tax increase that the Committee of the Whole requested. Treasury staff were involved with processing and coordinating the maintenance budget and service/program packages. These packages were then reviewed by the Current Budget Management Team Sub-Committee and Management Team and ranked according to most/least important.

After several meetings to achieve a consensus, Management Team presented this ranking to the Committee of The Whole, indicating that the present tax rate increase was 1.81% and that there were 24 service/program reduction packages for consideration.

After careful deliberation, the Committee of The Whole approved a 1.62% tax rate increase by non-funding of some packages as well as partial reductions in other service/program packages. (See List of Packages in Appendix.) City Council passed the By-Laws establishing the 1993 Mill Rates on April 27, 1993.

1993 TAX DOLLAR APPORTIONMENT (000'S)

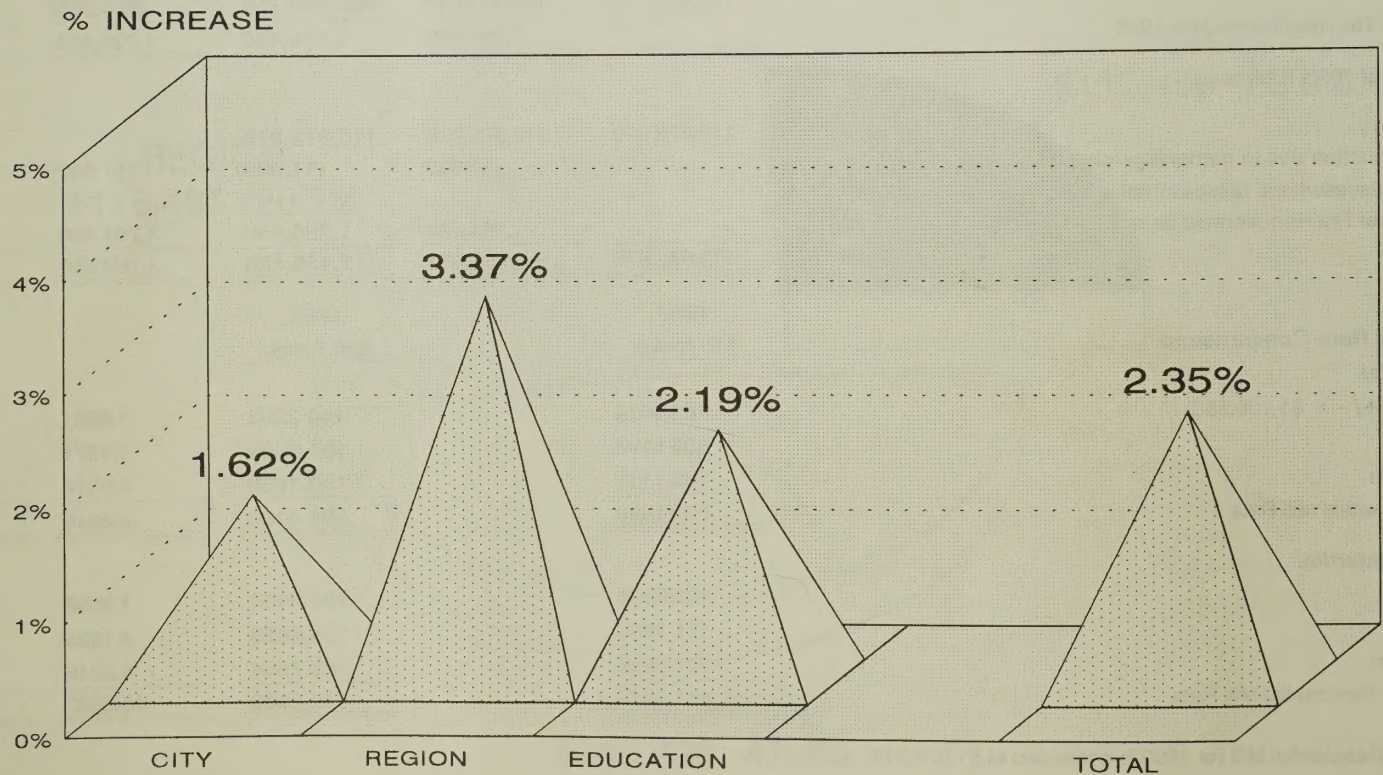


SUMMARY OF THE 1993 TAXATION REQUIREMENT

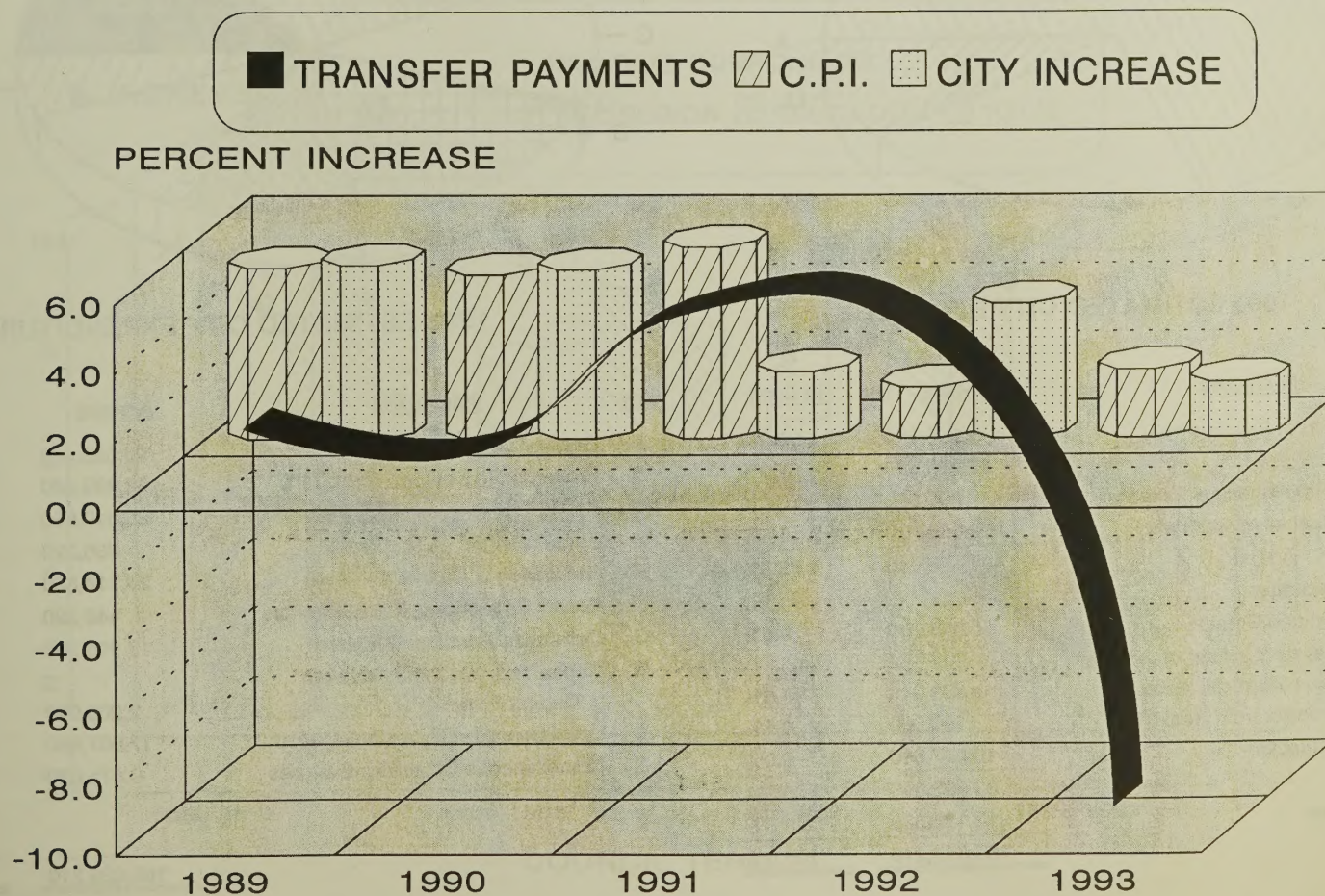
Description	1992	1993	1993	Increase/(Decrease)		
	Estimate	Estimate	Revised Estimate	Over 1992 Estimate	Amount	Percent
A. Summary of City Requirements Only						
Expenditures	164,066,710	166,827,070	165,625,210	1,558,500	0.95%	
Revenues	164,066,710	165,032,610	163,830,750	(235,960)	-0.14%	
Additional Tax Requirement for 1993		1,794,460	1,794,460	1,794,460		
Summary of 1993 Total Levy						
1. 1992 Levy	110,672,970	110,672,970	110,672,970			
2. Levy reduction due to percentage change in weighted taxable assessment (assessment growth 0.06%)		(11,900)	(11,900)	(11,900)		
3. Additional Tax Requirement as outlined above		1,794,460	1,794,460	1,794,460		
Total Levy	110,672,970	112,455,530	112,455,530	1,782,560	1.61%	
B. Total Mill Rate Comparisons						
Residential	1992		1993			
	Mill Rates		Mill Rates			
City (1% +/- = \$1,106,583)	102.5572		104.2203	1.6631	1.62%	
Region	103.5133		107.0004	3.4871	3.37%	
Education	186.1175		190.1989	4.0814	2.19%	
Total Residential Mill Rate	392.1880		401.4196	9.2316	2.35%	
Non-Residential						
City	120.6555		122.6121	1.9566	1.62%	
Region	121.7803		125.8828	4.1025	3.37%	
Education	218.9618		223.7634	4.8016	2.19%	
Total Non-Residential Mill Rate	461.3976		472.2583	10.8607	2.35%	

NOTE: One Residential Mill for 1993 is estimated at \$1,079,017

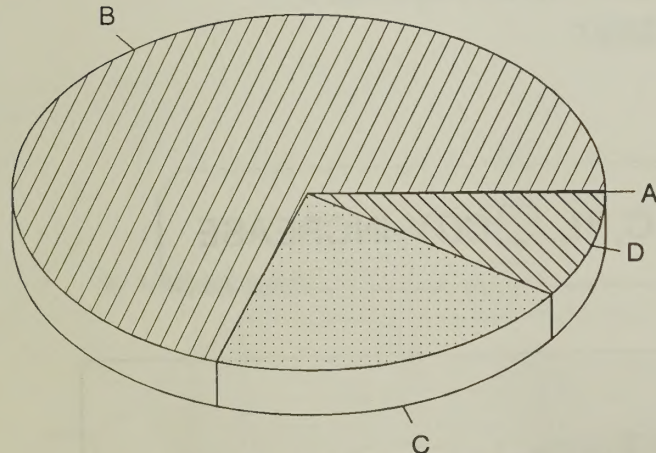
PERCENTAGE INCREASE IN TAXES LEVIED 1993 OVER 1992



COMPARISON OF CITY TAX RATE INCREASES TO C.P.I. AND PROVINCIAL TRANSFER PAYMENTS

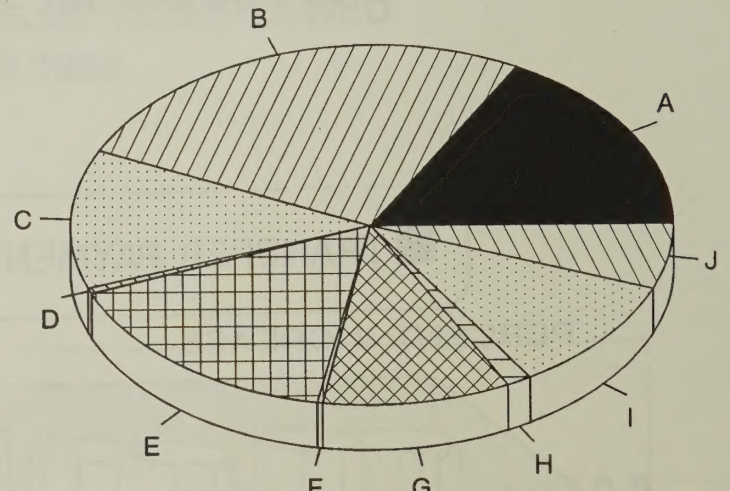


1993 ESTIMATED CITY REVENUES AND EXPENDITURES



1993 ESTIMATED CITY REVENUES

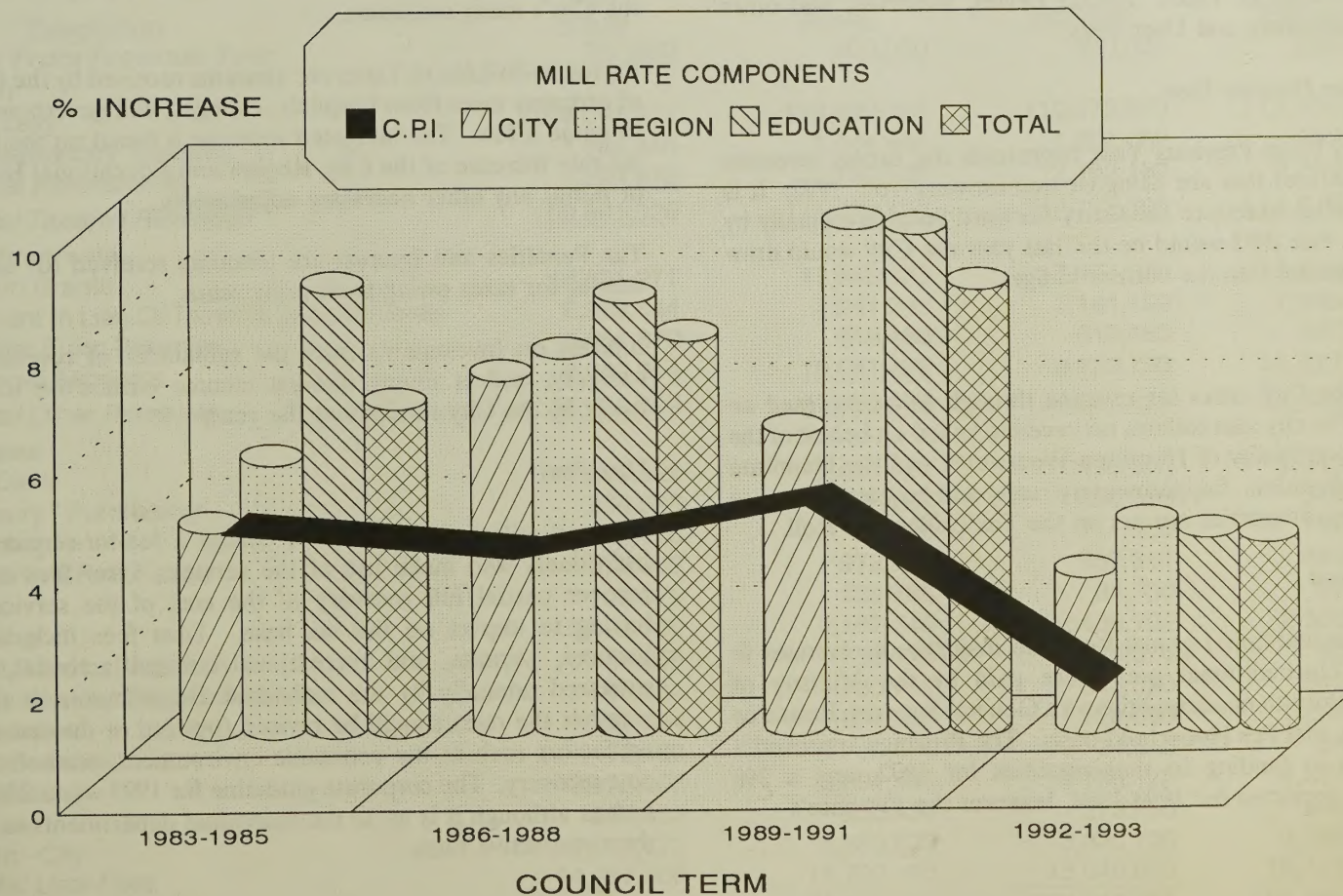
Key	Particulars	Amount	% of Total
A	Surplus from Previous Year	250,000	0.2%
B	Taxation - Levy	112,455,530	67.9%
	– Supplementary Taxes	992,080	0.6%
	– Special Assessment	2,230,430	1.3%
		115,678,040	69.8%
C	Other Revenues		
	– Ontario Grants	15,869,760	9.6%
	– Payment in Lieu of Taxes & Special levies	7,386,240	4.5%
	– Transfer from Reserves	190,000	0.1%
	– Financial	10,077,640	6.0%
		33,523,640	20.2%
D	User Fees	16,173,530	9.8%
		165,625,210	100.0%



1993 ESTIMATED CITY EXPENDITURES

Key	Particulars	Amount	% of Total
A	General Government	28,083,440	17.0%
B	Protection to Persons & Property	42,962,380	25.9%
C	Public Works	20,819,630	12.6%
D	Engineering	856,220	0.5%
E	Recreation & Cultural Services	26,714,360	16.1%
F	Grants, Receptions, Public Events	448,290	0.3%
G	Debenture Principal & Interest	16,599,260	10.0%
H	Capital Projects Financed from Capital Funds	2,200,000	1.3%
I	Local Boards - City's Contribution	17,067,560	10.3%
J	Miscellaneous Other Expenditures	9,874,070	6.0%
		165,625,210	100.0%

COMPARISON OF MILL RATE INCREASES AND THE CONSUMER PRICE INDEX



REVENUES

City *revenues* are categorized into four major groupings for budgetary purposes, namely the Surplus From Previous Year, Taxation, Other Revenues (which encompasses Ontario Grants, Payments-In-Lieu of Taxes, Special Levies, Reserves, and other Financial accounts), and User Fees.

Surplus From Previous Year

The Surplus From Previous Year represents the excess revenues over expenditures that are being carried forward from 1992. It is the City's policy to reduce the Carry-Forward Surplus annually by \$250,000 so that 1993 would be the last year the City would draw a Surplus amount into the current budget.

Taxation

Each year the City raises tax revenue through levies imposed on taxpayers. The city also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll.

Other Revenues

Provincial unconditional grants form the majority of revenues in this area. Unconditional grants are paid by the Ministry of Municipal Affairs to municipalities on a General Support, Resource Equalization, and Per Household basis. The Province approved a 1% increase in funding to municipalities for 1992, and a 2% increase was expected for 1993-1994, however the Province's

Expenditure Control Plan reduced funding to a level of -11.1% compared to 1992. Conditional grants are also granted to municipalities and are to be used for specific purposes such as for the City's many museums.

Payments-In-Lieu of Taxes are amounts received by the City in lieu of property taxes from hospitals, colleges, and government offices, to name a few. The budgeted increase is based on the forecasted tax rate increase of the City, Region and Educational Boards, plus or minus any other necessary adjustments.

Tax Penalties and Interest are amounts received for tax arrears, that is, for taxes owing from prior years.

Interest on Investments form the remainder of revenues in this category, and is simply interest income earned on investments made by the City throughout the year.

User Fees

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial/full recovery of the cost of the service without having to impact on the tax base. User fees include in part, licences, permits, and recreational/cultural activities, and are reviewed annually by the individual Departments to determine whether the rates should be revised (upward or downward) based on factors such as the economic environment, market rates, and cost recovery. The corporate guideline for 1993 was a 2% increase in fees although it is up to the individual departments to establish their respective rates.

1993 COMPARATIVE STATEMENT OF ESTIMATES – REVENUES

Description	1991 Actual	1992 Actual	1992 Estimate	1993 Estimate
<i>Surplus From Previous Year</i>	<u>750,000</u>	<u>500,000</u>	<u>500,000</u>	<u>250,000</u>
<i>Taxation</i>				
1992 Levy	106,041,611	110,432,535	110,672,970	112,455,530
Supplementary Taxation	1,555,445	1,414,484	1,257,650	992,080
Special Assessments	<u>2,293,972</u>	<u>2,182,089</u>	<u>2,182,180</u>	<u>2,230,430</u>
<i>Total Taxation Revenues</i>	<u>109,891,028</u>	<u>114,029,108</u>	<u>114,112,800</u>	<u>115,678,040</u>
<i>Other Revenues</i>				
Ontario Grants	16,631,271	17,568,333	17,471,910	15,869,760
Payment In Lieu Of Taxes & Special Levies	6,993,544	7,241,246	7,144,100	7,386,240
Transfer From Reserves	5,654,870	618,480	618,480	190,000
Financial Accounts	<u>8,969,914</u>	<u>10,031,436</u>	<u>9,122,730</u>	<u>10,077,640</u>
<i>Total Other Revenues</i>	<u>38,249,599</u>	<u>35,459,495</u>	<u>34,357,220</u>	<u>33,523,640</u>
<i>User Fees</i>				
City Clerk	1,249,926	1,425,027	1,413,520	1,613,340
Treasury / Purchasing	264,599	277,220	290,010	346,490
Planning	100,110	75,380	111,600	158,310
Property & Real Estate	875,303	973,993	868,340	845,410
Fire	102,079	102,685	94,700	97,100
Building	2,490,662	2,187,546	2,435,100	2,533,600
Local Roads—Region	36,668	38,926	46,670	45,670
Public Works—City / Parks	756,394	780,752	838,320	842,050
Cemeteries	1,223,394	1,054,013	1,223,690	1,234,300
Fleet Services	32,480	50,576	34,810	34,810
Recreation	3,932,607	3,891,941	4,106,170	4,371,960
Culture	254,103	255,434	273,300	290,090
Traffic—City	<u>2,919,575</u>	<u>3,589,673</u>	<u>3,310,700</u>	<u>3,760,400</u>
<i>Total User Fees</i>	<u>14,237,900</u>	<u>14,703,166</u>	<u>15,046,930</u>	<u>16,173,530</u>
<i>Total Revenues</i>	<u>163,128,527</u>	<u>164,691,769</u>	<u>164,016,950</u>	<u>165,625,210</u>

COMPARATIVE SUMMARY OF TAXATION – BY TAXING ENTITY

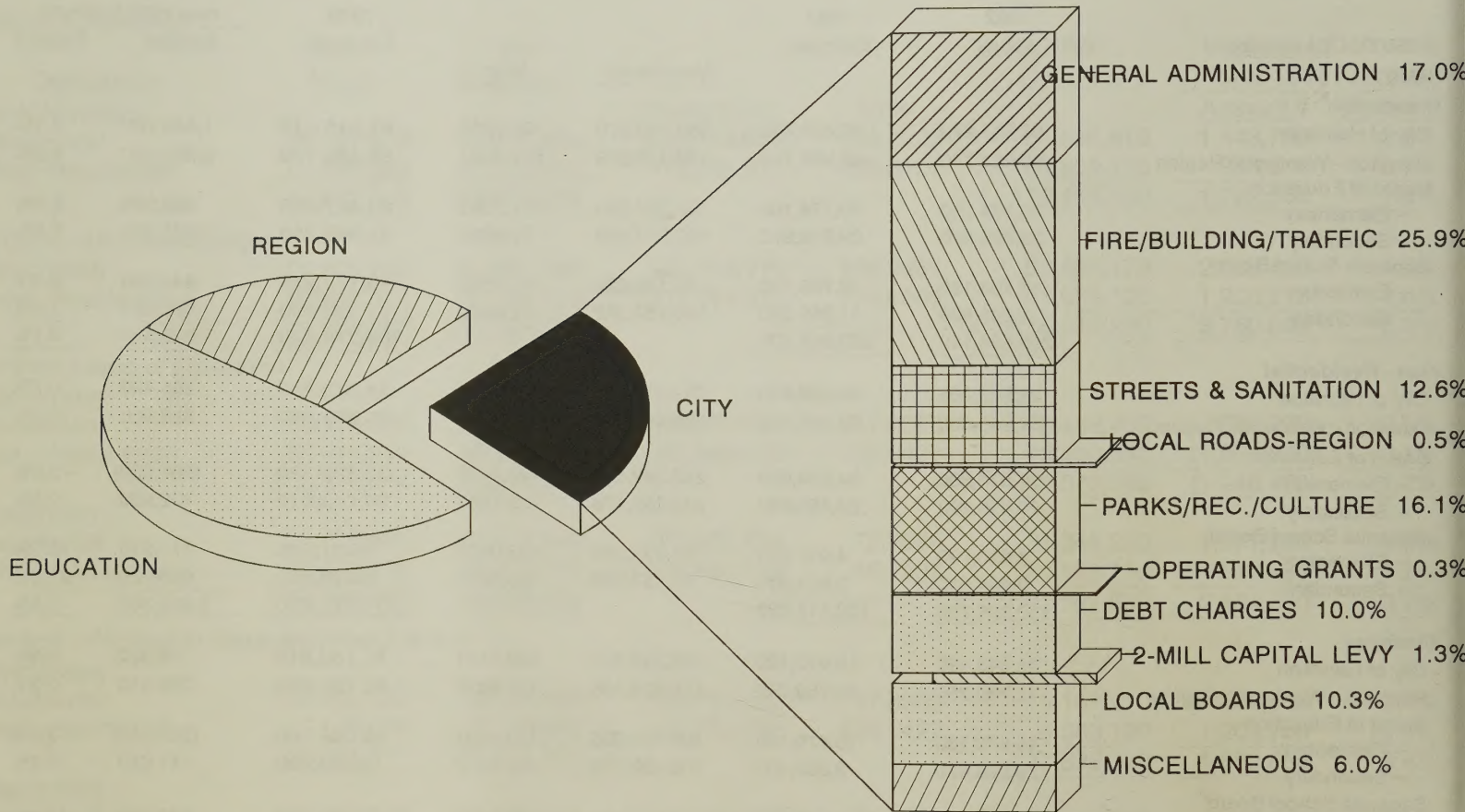
Realty and Business

Description	1992	1992	Assessment	Mills	1993	Increase / (Decrease)	
	Actual	Estimate			Estimate	over 1992 Estimate	
						Amount	Percent
<i>City of Hamilton</i>							
Residential	60,241,673	60,402,660	593,419,976	104.2203	61,846,410	1,443,750	2.4%
Non-Residential	50,190,862	50,270,310	412,757,871	122.6121	50,609,120	338,810	0.7%
	<u>110,432,535</u>	<u>110,672,970</u>			<u>112,455,530</u>	<u>1,782,560</u>	<u>1.6%</u>
<i>Hamilton – Wentworth Region</i>							
Residential	60,965,740	60,965,740	593,419,976	106.9881	63,496,170	2,530,430	4.2%
Non-Residential	50,738,877	50,738,910	412,757,871	125.8683	51,959,120	1,220,210	2.4%
	<u>111,704,617</u>	<u>111,704,650</u>			<u>115,455,290</u>	<u>3,750,640</u>	<u>3.4%</u>
<i>Hamilton Board of Education</i>							
<i>Elementary</i>							
Residential	50,174,100	50,174,100	430,237,694	117.3363	50,482,490	308,390	0.6%
Non-Residential	50,144,944	50,144,930	351,993,113	138.0427	48,590,060	(1,554,870)	-3.1%
	<u>100,319,044</u>	<u>100,319,030</u>			<u>99,072,550</u>	<u>(1,246,480)</u>	<u>-1.2%</u>
<i>Secondary</i>							
Residential	29,676,970	29,676,970	430,237,694	72.8626	31,348,250	1,671,280	5.6%
Non-Residential	29,659,718	29,659,710	351,993,113	85.7207	30,173,110	513,400	1.7%
	<u>59,336,688</u>	<u>59,336,680</u>			<u>61,521,360</u>	<u>2,184,680</u>	<u>3.7%</u>
<i>Hamilton – Wentworth Separate School Board</i>							
<i>Elementary</i>							
Residential	18,703,132	18,703,130	163,182,282	117.3363	19,147,210	444,080	2.4%
Non-Residential	7,178,380	7,178,380	60,764,758	138.0427	8,388,130	1,209,750	16.9%
	<u>25,881,512</u>	<u>25,881,510</u>			<u>27,535,340</u>	<u>1,653,830</u>	<u>6.4%</u>
<i>Secondary</i>							
Residential	11,062,532	11,062,530	163,182,282	72.8626	11,889,890	827,360	7.5%
Non-Residential	4,245,859	4,245,860	60,764,758	85.7207	5,208,790	962,930	22.7%
	<u>15,308,391</u>	<u>15,308,390</u>			<u>17,098,680</u>	<u>1,790,290</u>	<u>11.7%</u>
	<u>422,982,787</u>	<u>423,223,230</u>			<u>433,138,750</u>	<u>9,915,520</u>	<u>2.3%</u>

COMPARATIVE SUMMMARY OF TAXATION – BY CLASSIFICATION

Description	1992	1992	Assessment	Mills	1993	Increase/(Decrease)	
	Actual	Estimate			Estimate	over 1992 Estimate	
						Amount	Percent
Realty							
<i>Residential</i>							
City of Hamilton	60,241,672	60,402,630	593,419,976	104.2203	61,846,410	1,443,780	2.4%
Hamilton–Wentworth Region	60,965,740	60,965,740	593,419,976	107.0004	63,496,170	2,530,430	4.2%
Board of Education							
– Elementary	50,174,100	50,174,100	430,237,694	117.3363	50,482,490	308,390	0.6%
– Secondary	29,676,970	29,676,970	430,237,694	72.8626	31,348,250	1,671,280	5.6%
Separate School Board							
– Elementary	18,703,130	18,703,130	163,182,282	117.3363	19,147,210	444,080	2.4%
– Secondary	11,062,530	11,062,530	163,182,282	72.8626	11,889,890	827,360	7.5%
	<u>230,824,142</u>	<u>230,985,100</u>			<u>238,210,420</u>	<u>7,225,320</u>	<u>3.1%</u>
<i>Non–Residential</i>							
City of Hamilton	34,547,365	34,626,850	284,419,766	122.6121	34,873,310	246,460	0.7%
Hamilton–Wentworth Region	34,949,660	34,949,660	284,419,766	125.8828	35,803,560	853,900	2.4%
Board of Education							
– Elementary	34,574,800	34,574,800	243,262,178	138.0427	33,580,570	(994,230)	–2.9%
– Secondary	20,450,290	20,450,290	243,262,178	85.7207	20,852,610	402,320	2.0%
Separate School Board							
– Elementary	4,910,290	4,910,290	41,157,588	138.0427	5,681,500	771,210	15.7%
– Secondary	2,904,330	2,904,330	41,157,588	85.7207	3,528,050	623,720	21.5%
	<u>132,336,735</u>	<u>132,416,220</u>			<u>134,319,600</u>	<u>1,903,380</u>	<u>1.4%</u>
<i>Business</i>							
City of Hamilton	15,643,490	15,643,490	128,338,105	122.6121	15,735,810	92,320	0.6%
Hamilton–Wentworth Region	15,789,250	15,789,250	128,338,105	125.8828	16,155,560	366,310	2.3%
Board of Education							
– Elementary	15,570,130	15,570,130	108,730,935	138.0427	15,009,500	(560,630)	–3.6%
– Secondary	9,209,420	9,209,420	108,730,935	85.7207	9,320,490	111,070	1.2%
Separate School Board							
– Elementary	2,268,090	2,268,090	19,607,170	138.0427	2,706,630	438,540	19.3%
– Secondary	1,341,530	1,341,530	19,607,170	85.7207	1,680,740	339,210	25.3%
	<u>59,821,910</u>	<u>59,821,910</u>			<u>60,608,730</u>	<u>786,820</u>	<u>1.3%</u>
	<u><u>422,982,787</u></u>	<u><u>423,223,230</u></u>			<u><u>433,138,750</u></u>	<u><u>9,915,520</u></u>	<u><u>2.3%</u></u>

WHERE YOUR 1993 TAX DOLLAR GOES



SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
FINANCE & ADMINISTRATION	105,015,916	105,414,745	104,509,550	104,813,280	303,730	0.3%
PARKS AND RECREATION	23,759,458	25,695,368	26,066,350	26,886,460	820,110	3.1%
PLANNING & DEVELOPMENT	6,197,797	6,241,994	6,357,090	6,477,020	119,930	1.9%
TRANSPORT & ENVIRONMENT	27,655,356	27,089,662	27,083,960	27,448,450	364,490	1.3%
TOTAL EXPENDITURES	<u>162,628,527</u>	<u>164,441,769</u>	<u>164,016,950</u>	<u>165,625,210</u>	<u>1,608,260</u>	<u>1.0%</u>

SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
— FINANCE AND ADMINISTRATION COMMITTEE —

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Legislative	1,447,369	1,494,714	1,463,920	1,460,430	(3,490)	-0.2%
City Clerk	2,968,495	2,875,246	2,940,160	2,898,370	(41,790)	-1.4%
Chief Administrative Office	202,734	244,269	228,750	208,010	(20,740)	-9.1%
Fire	30,961,337	33,098,740	33,322,380	32,718,850	(603,530)	-1.8%
Human Resources Center	2,007,948	2,058,205	2,167,100	2,167,100	0	0.0%
Property						
— Real Estate	599,415	668,337	782,350	794,360	12,010	1.5%
— Building Operations & Maintenance	6,732,092	6,430,218	6,724,670	6,600,040	(124,630)	-1.9%
— Central Utilities Plant	1,873,691	2,516,940	2,590,080	2,674,040	83,960	3.2%
— Architects	402,821	454,558	490,740	503,240	12,500	2.5%
Total Property	9,205,198	9,615,495	10,097,100	10,068,440	(28,660)	-0.3%
Law	1,656,985	1,562,623	1,659,140	1,649,420	(9,720)	-0.6%
Information Systems	3,647,092	3,915,073	4,041,240	3,927,930	(113,310)	-2.8%
Treasury						
— Finance	2,981,879	3,153,124	3,149,020	3,197,180	48,160	1.5%
— Purchasing	430,949	369,069	399,400	390,930	(8,470)	-2.1%
Total Treasury	3,412,828	3,522,193	3,548,420	3,588,110	39,690	1.1%
Total Departments	55,509,986	58,416,846	59,468,210	58,686,660	(781,550)	-1.3%

SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– FINANCE AND ADMINISTRATION COMMITTEE –

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Library						
– Expenditures	15,268,570	16,069,106	15,822,260	15,868,310	46,050	0.3%
– Revenues	1,481,523	1,735,041	1,485,720	1,513,340	27,620	1.9%
City Funding Request	13,787,047	14,334,065	14,336,540	14,354,970	18,430	0.1%
Parking Authority						
– Expenditures	4,109,116	3,895,919	4,376,360	4,155,410	(220,950)	–5.0%
– Revenues	5,037,528	4,550,386	4,922,580	4,638,580	(284,000)	–5.8%
Surplus / (Deficit) prior to Debt Charges	928,412	654,467	546,220	483,170	(63,050)	–11.5%
Deduct: Debt charges	(1,270,110)	(1,268,165)	(1,268,160)	(1,268,160)	0	0.0%
Net Surplus / (Deficit) Distributed	(341,698)	(613,698)	(721,940)	(784,990)	(63,050)	8.7%
Hamilton Entertainment And Convention Facilities Inc. (H.E.C.F.I.)						
– Expenditures	9,780,698	9,898,120	10,393,420	9,599,760	(793,660)	–7.6%
– Revenues	7,453,580	7,371,751	7,691,050	6,887,170	(803,880)	–10.5%
City Contribution	2,327,118	2,526,369	2,702,370	2,712,590	10,220	0.4%
Total Local Boards	16,114,165	16,860,434	17,038,910	17,067,560	28,650	0.2%

SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– FINANCE AND ADMINISTRATION COMMITTEE –

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Other Budgets						
Race Relations Committee	12,500	12,880	12,880	12,880	0	0.0%
H.S.P.C.A.						
– Purchase of Services	830,890	882,657	881,130	881,130	0	0.0%
– Nuisance Wildlife Program	1,609	0	0	0	0	ERR
Total H.S.P.C.A. Services	832,499	882,657	881,130	881,130	0	0.0%
Mundialization Committee	6,338	7,963	8,030	8,030	0	0.0%
Status Of Women	10,950	11,280	11,280	11,280	0	0.0%
Promotion And Public Relations	134,711	17,354	31,000	31,000	0	0.0%
Civic Awards, Receptions, Delegation Hostings	79,814	69,686	80,000	80,000	0	0.0%
Grants	520,030	467,472	448,290	448,290	0	0.0%
Total Other Budgets	1,596,842	1,469,292	1,472,610	1,472,610	0	0.0%
Sub – Total Finance & Administration	73,220,993	76,746,572	77,979,730	77,226,830	(752,900)	–1.0%

**SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– FINANCE AND ADMINISTRATION COMMITTEE –**

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Financials						
Owner's Debt – Local	401,720	328,080	328,080	328,080	0	0.0%
Capital Levy (6 Mills)	6,004,000	3,817,650	3,817,650	2,200,000	(1,617,650)	-42.4%
Provision for Debt Reserve	15,075,000	15,395,000	15,395,000	16,599,260	1,204,260	7.8%
Provision for Other Reserves	3,228,027	3,932,791	2,442,000	2,633,600	191,600	7.8%
Financial – Various	4,756,888	3,902,644	4,022,840	4,383,390	360,550	9.0%
Contingency	25,000	0	89,000	20,040	(68,960)	-77.5%
Capital Programs	0	0	0	994,150	994,150	100.0%
Miscellaneous	2,304,288	1,292,008	435,250	427,930	(7,320)	-1.7%
Total Financials	31,794,923	28,668,173	26,529,820	27,586,450	1,056,630	4.0%
TOTAL FINANCE AND ADMINISTRATION COMMITTEE	<u>105,015,916</u>	<u>105,414,745</u>	<u>104,509,550</u>	<u>104,813,280</u>	<u>303,730</u>	<u>0.3%</u>

**SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– PARKS AND RECREATION COMMITTEE –**

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Public Works						
Cemeteries Division	2,679,490	2,809,934	2,798,120	2,835,330	37,210	1.3%
Parks Division	9,232,736	9,806,116	9,874,080	9,858,540	(15,540)	-0.2%
Total Public Works	<u>11,912,226</u>	<u>12,616,050</u>	<u>12,672,200</u>	<u>12,693,870</u>	<u>21,670</u>	<u>0.2%</u>
Culture And Recreation						
Recreation	9,769,243	10,949,949	11,279,850	12,030,510	750,660	6.7%
Culture	1,893,729	1,985,330	1,969,620	2,019,980	50,360	2.6%
Total Culture And Recreation	<u>11,662,972</u>	<u>12,935,279</u>	<u>13,249,470</u>	<u>14,050,490</u>	<u>801,020</u>	<u>6.0%</u>
Hamilton – Scourge Project	172,612	135,534	128,420	125,840	(2,580)	-2.0%
Hamilton Veterans Committee	11,648	8,505	16,260	16,260	0	0.0%
TOTAL PARKS AND RECREATION COMMITTEE	<u><u>23,759,458</u></u>	<u><u>25,695,368</u></u>	<u><u>26,066,350</u></u>	<u><u>26,886,460</u></u>	<u><u>820,110</u></u>	<u><u>3.1%</u></u>

**SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– PLANNING AND DEVELOPMENT COMMITTEE –**

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Building	4,229,227	4,273,506	4,335,490	4,470,930	135,440	3.1%
Municipal Non-Profit (Hamilton) Housing	276,116	309,759	314,710	316,450	1,740	0.6%
Hamilton Housing Co. Ltd. – Net Deficit	2,990	0	2,990	0	(2,990)	-100.0%
Committee Of Adjustment	11,000	11,000	11,000	11,000	0	0.0%
Planning – By Region	1,954,580	1,957,488	2,007,610	1,995,090	(12,520)	-0.6%
Mayor's Award Programme	0	0	0	0	0	0.0%
TOTAL PLANNING AND DEVELOPMENT COMMITTEE	<u>6,197,797</u>	<u>6,241,994</u>	<u>6,357,090</u>	<u>6,477,020</u>	<u>119,930</u>	<u>1.9%</u>

SUMMARY OF THE 1993 EXPENDITURE ESTIMATES BY COMMITTEE
– TRANSPORT AND ENVIRONMENT COMMITTEE –

Description (1)	1991 Actual (2)	1992 Actual (3)	1992 Estimate (4)	1993 Estimate (5)	Increase / (Decrease) Over 1992 Estimate	
					Amount (5-4) (6)	Percent (6/4) (7)
Traffic						
– For City	4,954,807	5,519,995	5,479,050	5,772,600	293,550	5.4%
Public Works						
– Streets & Sanitation Division	21,924,193	20,958,285	20,749,610	20,819,630	70,020	0.3%
– Fleet Services Division (Gross)	9,314,957	9,396,588	9,715,810	10,041,380	325,570	3.4%
– Net Operations	(16,865)	(123,192)	0	0	0	
– City Garage (Gross)	1,261,888	1,320,954	1,375,410	1,293,060	(82,350)	–6.0%
– Net Operations	(16,296)	30,288	0	0	0	
Total Public Works	21,891,032	20,865,381	20,749,610	20,819,630	70,020	0.3%
Services Purchased From The Region:						
– Local Roads	809,517	734,574	855,300	856,220	920	0.1%
Total Services Purchased	809,517	734,574	855,300	856,220	920	0.1%
TOTAL TRANSPORT AND ENVIRONMENT	<u>27,655,356</u>	<u>27,089,662</u>	<u>27,083,960</u>	<u>27,448,450</u>	<u>364,490</u>	<u>1.3%</u>

CITY CLERK'S DEPARTMENT

The *City Clerk's Department* provides services and assistance to City Council, it's Committees and the general public, and performs all functions required of the City Clerk by various provincial statutes. Specific functions include:

Provide secretarial services to City Council, Standing Committees, Sub-Committees and Special Purpose Committees.

Conduct municipal elections.

Administer the Records Management Programme.

Administer the issuance and enforcement of municipal business and lottery licences.

Provide 24 hr. information and dispatch services.

- Register births and deaths.
- Provide switchboard services.
- Provide support services to the Members of City Council.
- Provide print and mail services for the City and Region.
- Operate and manage the Hamilton Farmer's Market.
- Co-ordinate City advertising
- Administer Senior's Tax Rebate Programme
- Co-ordinate civic receptions and functions.
- Co-ordinate all commercial film making activities in the City of Hamilton.
- Administer and enforce the Smoking Control By-Laws.
- Administer the Freedom of Information and Protection of Privacy Act.
- Issue marriage licences.

**1993 COMPARATIVE STATEMENT OF ESTIMATES
CITY CLERK'S DEPARTMENT**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	828,905	670,534	716,560	688,860
Licence Section	731,984	738,370	740,160	748,270
Legislative	511,341	570,297	591,860	546,310
Information Bureau	116,625	105,109	110,600	117,630
Service Section – Mail & Printing	488,650	527,803	500,040	522,020
Hamilton Farmer's Market	290,990	263,133	280,940	275,280
Total Expenditures	<u>2,968,495</u>	<u>2,875,246</u>	<u>2,940,160</u>	<u>2,898,370</u>
<i>Revenues</i>				
Licence Section	826,078	998,684	986,000	1,210,950
Hamilton Farmer's Market	423,848	426,343	427,520	402,390
Total Revenues	<u>1,249,926</u>	<u>1,425,027</u>	<u>1,413,520</u>	<u>1,613,340</u>
<i>Net Operations</i>	<u>1,718,569</u>	<u>1,450,219</u>	<u>1,526,640</u>	<u>1,285,030</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES
– LEGISLATIVE –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Mayor's Office	363,562	372,238	365,400	364,970
Alderman's Offices (Direct Charges)	391,189	419,551	416,470	408,580
Alderman's Offices (Admin. Support)	510,062	531,566	495,040	500,550
Motor Vehicle Operation – Chauffered Cars	161,371	148,895	169,240	163,070
Memberships	13,232	14,842	13,860	15,640
Outside Groups	7,953	7,622	3,910	7,620
Total Expenditures	<u>1,447,369</u>	<u>1,494,714</u>	<u>1,463,920</u>	<u>1,460,430</u>
<i>Revenues</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Net Operations</i>	<u><u>1,447,369</u></u>	<u><u>1,494,714</u></u>	<u><u>1,463,920</u></u>	<u><u>1,460,430</u></u>

CHIEF ADMINISTRATIVE OFFICER

The functions of the *Chief Administrative Officer* include:

- Administering the affairs of the Corporation of the City of Hamilton in accordance with the policies recommended to and approved by City Council;

- Providing general direction to eleven City Departments in the administration of City Hall;
- Being responsive for setting agendas, together with managing the attendant financial and human resource inputs;

- Responsible for the operations of the Municipal Non-Profit (Hamilton) Housing Corporation, and Internal Control.

	<u>1991</u> <u>Actual</u>	<u>1992</u> <u>Actual</u>	<u>1992</u> <u>Estimate</u>	<u>1993</u> <u>Estimate</u>
Total Expenditures	<u>\$202,734</u>	<u>\$244,269</u>	<u>\$228,750</u>	<u>\$208,010</u>

HAMILTON FIRE DEPARTMENT

The *Hamilton Fire Department*, under the direction of the Chief, is responsible for fighting fires and responding to a wide variety of non-fire related emergency conditions and life-threatening situations within the boundaries of the City of Hamilton. In addition, through Bylaw 6834, the department is authorized to assist other Hamilton-Wentworth Region fire departments under "Mutual Aid".

There are six divisions within the Hamilton Fire Department being Administration, Communications, Fire Prevention, Vehicle and

Equipment Repair, Training and Firefighting. The department has 479 authorized staff. Operations are carried out from 12 fire stations, our Training Complex and Administration Office.

Our main objective is the protection from fire, of all life and property within the city. This is accomplished through our commitment to fire prevention programs, fire code enforcement and public education efforts; and an all inclusive in house firefighter training program.

Alarms, \$ Loss, Fatalities - 1988 - 1992

	<u>1992</u>	<u>1991</u>	<u>1990</u>	<u>1989</u>	<u>1988</u>
Structural fires	502	532	530	541	554
Outdoor fires	828	869	766	762	863
Vehicle fires	292	306	248	257	285
Emergency calls	959	946	1,023	731	737
Assistance calls	1,387	1,340	1,410	1,310	1,282
Inhalator calls	7,131	7,488	6,807	4,386	4,371
Unnecessary calls	658	731	734	789	708
Accidental alarms	1,828	1,835	2,040	1,841	1,582
False (malicious) alarms	<u>362</u>	<u>410</u>	<u>411</u>	<u>390</u>	<u>423</u>
Total alarms	13,947	14,457	13,969	11,007	10,805
Estimated fire loss (\$ millions)	10.31	8.84	7.57	12.05	8.87
Fire fatalities	0	10	6	5	7

Emergency calls:

Vehicle accidents; elevator rescues; rescue of persons trapped or injured by equipment; personal injury accidents, etc.

Assistance calls:

Lock-ins; defective electrical wiring; faulty heating units; defective chimneys; assistance to police or public utilities; gas leak/fumes; t.v. aerials and hydro wires down; defective transformers; investigation of unknown odours and fires reported out.

Inhalator calls:

Heart problems; convulsions; epileptic seizures; drownings, breathing difficulties; suicides; strokes, etc.

Unnecessary calls:

Needless; smoke; steam; odour or reflections mistaken for fire.

Accidental alarms:

Servicemen working on or testing an alarm system; sprinkler head or pipes broken; heat or smoke detection systems activated, etc.

1993 COMPARATIVE STATEMENT OF ESTIMATES **— FIRE —**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	28,873,998	30,847,024	31,028,240	30,300,950
Motor Apparatus — Operations	826,438	894,984	925,370	1,023,170
Fire Prevention Bureau	1,190,846	1,295,572	1,307,010	1,332,000
Retirement Allowances	2,262	2,348	3,020	3,020
Drum Corps	7,050	7,450	7,450	7,450
Training Supplies	60,743	51,362	51,290	52,260
Total Expenditures	<u>30,961,337</u>	<u>33,098,740</u>	<u>33,322,380</u>	<u>32,718,850</u>
<i>Revenues</i>				
Administration (Fire Services—MTC , Inspection Fees, Fire Training Complex)	102,079	102,685	94,700	97,100
Total Revenues	<u>102,079</u>	<u>102,685</u>	<u>94,700</u>	<u>97,100</u>
<i>Net Operations</i>	<u>30,859,258</u>	<u>32,996,055</u>	<u>33,227,680</u>	<u>32,621,750</u>

HUMAN RESOURCES CENTRE

Purpose:

"To provide an advisory function, an information and control function and a service function for Departments of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton in a pro-active manner, and to provide information to Councils of both organizations to enable them to make informed decisions."

Responsible for:

- Labour Relations;
- Wage & Salary Administration including Pay Equity;
- Employment Equity;
- Job Evaluation;

- Training;
- Employee Recognition Programmes;
- Occupational Health & Safety;
- Attendance Management System;
- Worker's Compensation;
- Corporate Health;
- Ergonomics;
- Employee Records;
- Benefits;
- Human Resources Information System including processing Payroll Data;
- Recruiting;
- Employment & Exit Interviews;
- Complement Control;
- Job Postings;
- Job Descriptions;
- Organizational Reviews

Description	1991 <u>Actual</u>	1992 <u>Actual</u>	1992 <u>Estimate</u>	1993 <u>Estimate</u>
<i>Expenditures</i>				
Services Provided By The Region	1,997,363	2,058,205	2,152,530	2,167,100
Pay Equity Committee	10,585	0	14,570	0
Total Expenditures	<u>2,007,948</u>	<u>2,058,205</u>	<u>2,167,100</u>	<u>2,167,100</u>
<i>Net Operations</i>	<u>2,007,948</u>	<u>2,058,205</u>	<u>2,167,100</u>	<u>2,167,100</u>

PROPERTY DEPARTMENT

The *Property Department* acts as landlord for the City and is building oriented. The Department consists of four Divisions, namely: Property Administration, Real Estate, Architectural, and Building Operations and Maintenance.

The responsibilities of the Divisions are as follows:

Property Administration

To standardize and co-ordinate the administrative functions of all Divisions, including the development of policies/procedures, budget preparation and monitoring, and other generic administrative functions which affect all Divisions.

Real Estate Division

To provide a complete package of real estate services to all departments of the municipal corporation and City Council, including the acquisition of property for municipal purposes, the disposal of real estate assets once they are deemed to be excess to municipal requirements, the marketing of industrial lands, the management of municipally owned real estate, the preparation of specifications for the control of demolition of buildings in order to clear land of improvements and prepare it for a municipal project, the provision of real estate appraisal expertise and advice and direction to City Council on all property matters. The same package of real estate services is provided to the Regional Municipality of Hamilton-Wentworth on a fee basis. In addition, the Division has the added responsibility of handling appraisal and acquisition services for the Municipal Non-Profit (Hamilton) Housing Corporation.

Architectural Division

To provide Project Management, Architectural Design, and Construction Management services to all City of Hamilton capital construction/building projects.

The Project Management Service includes directing and co-ordinating the project team, which includes consultant architects and engineers, in the development of: feasibility studies, estimates, schedules, performance standards, designs, construction documents; and in the administration and supervision of construction contracts (includes warranty period).

The Architectural Design Service is provided by staff architects registered with the Ontario Association of Architects. This service provides professional leadership in the development of City building requirements.

The Construction Management Service includes selecting the means and methods for building construction, purchasing materials, and hiring sub and trade contractors.

In addition, the Division also provides Commissioning Services and Advisory Services.

Building Operations and Maintenance Division

To administer a complete building maintenance program for approximately 200 City owned facilities, including City Hall, recreation buildings and centres, arenas and outdoor pools, playgrounds, park buildings, housing units, fire halls, and historic sites.

Building Operations and Maintenance Division - continued

Divisional objectives are:

- To operate a preventive maintenance program;
- To provide a cleaning and caretaking service;
- To carry out renovations to civic buildings as necessary;
- To provide 24 hour, 7 days per week maintenance coverage;
- To undertake energy conservation projects, major maintenance and capital repair/replacement programs;

The Division is also responsible for the ***Central Utilities Plant***, a centre for the supply and distribution of services to a number of buildings in the City's downtown core. Electricity, fuel, water, heating, cooling and ventilation are provided to City Hall, the Art Gallery, Central Library, Central Market, the Downtown Underground Parking Garage, the Ontario Government Building, Copps Coliseum, Hamilton Place, and the Convention Centre. Day to day and preventive mechanical maintenance is also provided to this \$60,000,000 physical plant which supplies environmental control

to 1,500,000 square feet of office, institutional and entertainment space.

Within the Building Operations and Maintenance Division, the ***Central Utilities Plant***:

- Provides operational and maintenance resources relating to the supply and distribution of utility services for a number of buildings located in the City's downtown core;
- Provides leadership, direction and scheduling of staff and resources in an effort to maximize productivity of the work force and to prioritize work in accordance with the needs established and funds provided;
- Provides a maintenance resource capable of maintaining system components and equipment to accepted standards while maintaining a low unit and life cycle cost;
- Ensures high technical and aesthetic standards for the facilities and provides a satisfactory and safe environment for all users with minimal depreciation of capital;

1993 COMPARATIVE STATEMENT OF ESTIMATES **– PROPERTY DEPARTMENT –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<u>Real Estate Division</u>				
<i>Expenditures</i>				
Real Estate Administration	450,397	437,165	547,880	557,450
Property Administration	149,018	231,172	234,470	236,910
	<u>599,415</u>	<u>668,337</u>	<u>782,350</u>	<u>794,360</u>
<i>Revenues</i>				
Real Estate Administration	6,855	9,706	2,000	5,000
Property Administration	0	18,885	27,500	26,190
	<u>6,855</u>	<u>28,591</u>	<u>29,500</u>	<u>31,190</u>
Net Real Estate Division	<u>592,560</u>	<u>639,746</u>	<u>752,850</u>	<u>763,170</u>
 <u>Architectural Division</u>				
<i>Expenditures</i>				
Administration (fully recovered)	402,821	454,558	490,740	503,240
<i>Revenues</i>				
Total Revenues	0	0	0	0
Net Architectural Division	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES – PROPERTY DEPARTMENT –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<u>Building Operations & Maintenance Division</u>				
<i>Expenditures</i>				
Property Maintenance:				
Administration	456,355	635,133	679,400	611,850
Maintenance City Hall, Public Buildings, Health Building, Civic Properties	1,438,909	1,550,274	1,404,030	1,492,280
Composite Buildings	123,114	149,104	134,860	133,700
District Centres	1,465,255	1,473,703	1,626,310	1,456,710
Parks/Recreation Buildings/Playgrounds	1,489,093	1,536,500	1,492,950	1,597,550
Chedoke/King's Forest Golf Club Buildings	195,514	188,734	189,560	193,970
Historic Sites	96,760	123,639	148,350	141,620
Ivor Wynne Stadium/Other Locations	652,446	688,951	928,160	858,140
Repairs & Maintenance – Market	105,767	107,607	121,050	124,220
Repairs & Maintenance – Library	214,079	238,579	263,200	(268,630)
Work Done For Others	(25,008)	(22,989)	0	(10,000)
Total Expenditures	5,998,205	6,430,656	6,724,670	6,600,040
<i>Revenues</i>				
Rental – Regional Departments	6,855	735,150	636,050	621,640
Rent / Fees – Civic Property	286,476	210,252	202,790	192,580
Total Revenues	293,331	945,402	838,840	814,220
Net Property Maintenance Division	5,704,874	5,485,254	5,885,830	5,785,820

1993 COMPARATIVE STATEMENT OF ESTIMATES — PROPERTY DEPARTMENT —

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<u>Building Operations & Maintenance Division</u>				
<i>Expenditures</i>				
Central Utilities Plant:				
Operations	573,434	531,868	626,180	632,820
Maintenance	677,517	613,354	557,520	559,690
City Hall	252,670	236,633	249,950	258,150
Ontario Government Building	299,127	351,462	315,870	368,120
Pedestrian Arcade / Overapss	32,119	28,311	36,740	35,900
Parking Authority Underground Garage	101,424	104,138	112,520	112,520
Copps Coliseum	384,844	346,389	382,810	377,730
Hamilton Central Library	297,040	304,251	296,950	318,260
Hamilton Place	239,048	254,586	252,510	275,290
Art Gallery	111,607	123,516	127,240	129,200
Hamilton Farmer's Market	80,356	81,628	92,850	86,000
Hamilton Convention Centre	252,912	258,075	282,490	298,940
Recoveries From Users	(694,520)	(716,722)	(743,550)	(778,580)
Total Expenditures	<u>2,607,578</u>	<u>2,517,489</u>	<u>2,590,080</u>	<u>2,674,040</u>
<i>Revenues</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Central Utilities Plant	<u>2,607,578</u>	<u>2,517,489</u>	<u>2,590,080</u>	<u>2,674,040</u>

LAW DEPARTMENT

Purpose:

"to ensure the efficient provision of the highest quality legal advice and representation, both preventive and remedial, to The Corporation of The City of Hamilton, by a professional team, maintained by a continuous program of staff development."

In addition to providing Council and its Committees with legal advice, the Law Department performs the following functions:

Corporate and Litigation Services

- Civil Litigation: defence of personal injury claims; WCB claims;
- Risk Management advice;
- By-law enforcement/Judicial Review applications;

- Labour and related appearances/opinions
- Contract negotiation/drafting/dispute resolution
- Legislative Drafting

Real Estate and Development Services

- Property transactions: eg. purchases, sales, leases, liens, encroachments
- Road closures/dedications
- Title searches/opinions
- Development agreements: eg. subdivisions, site plan control, preservice
- Land Related Administrative Tribunal representations: eg. OMB
- Expropriation Inquiries, Land Compensation Board;

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	1,632,061	1,538,147	1,630,140	1,617,420
Disbursements	24,924	24,476	29,000	32,000
Total Expenditures	<u>1,656,985</u>	<u>1,562,623</u>	<u>1,659,140</u>	<u>1,649,420</u>
<i>Net Operations</i>	<u>1,656,985</u>	<u>1,562,623</u>	<u>1,659,140</u>	<u>1,649,420</u>

INFORMATION SYSTEMS DEPARTMENT

Information Systems currently manages many large and complex Systems Applications on behalf of both the Corporation of the City of Hamilton and The Region of Hamilton-Wentworth. There are currently more than 100 major applications in operation including:

- * On-line Financial Information System for Region and City including General ledger, Purchasing, Accounts Payable, and Budgetary Control;
- * Human Resources Personnel and Payroll for over 6,000 employees;
- * Pension system for 1,000 retired employees;
- * Property system (assessment and taxation) for 83,000 Realty and Business taxpayers;
- * Building Permit system, for approximately 5,000 permits per year;
- * Metered Water system for 49,000 metered water accounts;
- * Social Services system which processes more than 6,000 cheques per month;
- * Hamilton Public Library system for 2,500,000 titles for 9 branch Libraries;
- * Support services for more than 800 workstations for word processing, spreadsheet analysis, electronic mail and other end user software;
- * Maintenance Management systems for the Engineering, Public Works and Traffic Department;
- * On-line Transit Information system (including radio and data communications with 260 vehicles);
- * Microfilming services (image and Computer output Microfilm) producing 3,200,000 images per year;

The co-ordination of Information Systems functions is considered to be of vital importance to the operation of the City and Region. The City and Region currently have the only known fully co-ordinated Information Systems function for any major Municipal area in Canada.

Major Information Systems Projects 1992 +

- * Property Database (and related) project to restructure property-related information into a common, accessible database;
- * new customer-oriented taxation system;
- * communications network implementation;
- * Human Resources System improvements;
- * new Maintenance Management System;

**1993 COMPARATIVE STATEMENT OF ESTIMATES
– INFORMATION SYSTEMS –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration & Systems Planning	518,954	633,536	597,720	615,790
Systems Analysis	786,871	938,918	947,340	965,930
Host Systems—Disk & Tape Storage	0	514,669	539,160	550,400
Programming	749,460	862,378	904,170	890,560
Host Printing	0	107,231	166,100	170,680
Contracted Services	37,232	196,610	230,620	118,670
Business Systems—Central Processing	2,344,100	1,394,506	1,380,690	1,404,970
Business Systems—User Software	123,685	180,128	193,190	255,250
Communications	283,436	309,630	298,030	291,360
City Phone Charges	331,810	267,486	280,960	257,550
Data Entry	155,341	156,548	161,010	166,450
Process Control Systems	1,100,120	0	0	0
Support Services	302,655	351,368	389,060	406,360
Hardware & Software	937,121	849,232	975,970	879,000
Image Processing	164,045	188,038	171,920	173,460
Information Systems – Services	(4,187,738)	(3,036,192)	(3,194,700)	(3,218,500)
Total Expenditures	<u>3,647,092</u>	<u>3,914,086</u>	<u>4,041,240</u>	<u>3,927,930</u>
<i>Revenues</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Net Operations</i>	<u>3,647,092</u>	<u>3,914,086</u>	<u>4,041,240</u>	<u>3,927,930</u>

TREASURY DEPARTMENT

The *Treasury Department* consists of four Divisions, namely: Budgets, Accounting, Revenue, and Purchasing.

- Subsection 79(1) of the Municipal Act, R.S.O. 1980, Chapter 302 provides that the Council shall appoint a Treasurer; Section 79 to 95 makes reference to the responsibility of the City Treasurer; Section 142 to 157 refers to Money By-laws; Section 158 to 168 refers to yearly Rates and Estimates; Section 169 to 191 refers to Finances, and Section 361 to 499 refers to Municipal Taxes.

Budget Division

- Proper and effective control of cash management and maintain investment policies;
- Prepare goals and objectives, plans, and guidelines for the Budget;
- Monitor, guide, collect and co-ordinate Departmental revenue and expenditure budgets;
- Arrange the review process by the Management Team, Standing Committees, and ultimately Council where final Mill Rates are set;
- Administer Risk Management and Insurance;
- Apply and collect all subsidies from various Ministries;

Accounting Division

- Maintain, administer and control the budgetary policy and accounting records;
- Prepare City Financial Report including Local Boards;
- Control and administer effective procedures for safeguarding all assets and liabilities;
- Administer Payroll, Pension and Accounts Payable Sections (payments of goods and services supplied to the City and Local Boards)

Revenue Division

- Manage and control the billing and collection of all taxes and all other revenues;
- Maintain, administer, safeguard and control of all receipts, investments, and securities, and administer collection procedures;

Purchasing Division

- * effectively provide a centralized purchasing function to acquire goods and services for all City and Regional Departments, Boards and Commissions;
- * provide consulting services and improve effectiveness for the Library and members of the Co-operative Purchasing Group, including 32 agencies, on major purchases;
- * provide current information to above groups of changes in the market place in prices, products and services;

1993 COMPARATIVE STATEMENT OF ESTIMATES
– TREASURY –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
<u>Finance Division</u>				
Administration	442,512	437,790	391,170	433,240
Stenographic	165,122	185,014	184,310	188,090
Budgets, Subsidies & Cash Management	183,142	201,971	197,100	197,350
Payroll	205,480	209,889	225,370	208,070
Pensions	80,430	88,197	90,200	90,040
Accounts Payable	244,800	278,907	284,080	289,790
Accounting	346,940	366,589	349,650	355,310
Sundry Revenue	402,720	459,927	456,260	453,730
Parking Meters	128,462	49,074	45,810	44,670
Parking Violations	115,570	144,277	146,220	163,940
Taxation	707,063	726,751	773,390	765,040
Internal Control	88,100	53,812	51,270	52,580
	<u>2,981,879</u>	<u>3,153,124</u>	<u>3,149,020</u>	<u>3,197,180</u>
 <u>Purchasing Division</u>				
Administration	252,178	223,737	250,420	247,670
Stores	178,771	145,332	148,980	143,260
	<u>430,949</u>	<u>369,069</u>	<u>399,400</u>	<u>390,930</u>
Total Expenditures	<u>3,412,828</u>	<u>3,522,193</u>	<u>3,548,420</u>	<u>3,588,110</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES **— TREASURY —**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Revenues</i>				
Finance Division				
Interest — Investments	1,907,265	1,215,090	2,613,600	1,000,000
Sundry Revenues	67,872	71,128	67,000	72,420
Taxation	6,840,446	8,389,138	6,476,510	8,117,070
Total Finance Revenues	<u>8,815,583</u>	<u>9,675,356</u>	<u>9,157,110</u>	<u>9,189,490</u>
Purchasing Division				
Tender/Proposal Processing Fee	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,500</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,500</u>
 Total Revenues	 <u>8,815,583</u>	 <u>9,675,356</u>	 <u>9,157,110</u>	 <u>9,199,990</u>
 <i>Net Operations</i>	 <u><u>(5,402,755)</u></u>	 <u><u>(6,153,163)</u></u>	 <u><u>(5,608,690)</u></u>	 <u><u>(5,611,880)</u></u>

THE HAMILTON PUBLIC LIBRARY SYSTEM

The **HAMILTON PUBLIC LIBRARY BOARD** is duly constituted as a corporation under the Public Library Act of Ontario, with the responsibility for the management and control of the Hamilton Public Library system. The Board is composed of eleven members appointed by the City of Hamilton. Two members are recommended by the Board of Education for the City of Hamilton, one member is recommended by the Hamilton-Wentworth Roman Catholic Separate School Board and two members are Aldermen for the City of Hamilton. The remaining 6 members are citizens appointed by the City. The Head Office is located at 55 York Boulevard, Box 2700, Station A, Hamilton, Ontario L8N 4E4.

- The Library serves a population of 317,000 people. As well, the Central Library acts as the major resource library for the Hamilton-Wentworth Region which has a population of approximately 446,000.
- In addition to the Central Library, the Board operates 9 Branch Libraries, two Bookmobiles and a Visiting Library Service. In 1992, some 3,750,000 items were circulated, 655,000 information questions processed and programmes attracting an audience of 67,000 were conducted. As of September 1, 1992, the Library employed 204 full time and 36 part-time employees.

There are 7 major divisions within the Library and their functions are as follows:

Public Service Division

- Responsible for the circulation of materials, responding to information queries, developing and maintaining collections and providing programmes, tours and outreach services.

Technical Support Services

- Acquires and processes materials, creates and maintains the bibliographic data base and retrieves overdue items.

Library Automated Systems Department

- Participates in developing policies and strategies for automation and assists in its implementation.

Planning Department

- Responsible for the development and delivery of planning and performance measures.

Business Office

- Responsible for property management and the administration of the financial affairs of the Library.

Personnel Department

- Deals with all functions related to labour relations, Wage/salary and benefits administration, recruitment and the administration of personnel policies and procedures.

Public Relations Department

- Promote the purpose of the Library and to enhance its image.

The activities of the Library are best summarized by the mission statement which reads as follows: "To serve as a resource which Hamiltonians value as a vital asset enhancing the quality of life."

1993 COMPARATIVE STATEMENT OF ESTIMATES **– HAMILTON PUBLIC LIBRARY –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Central Library	11,147,496	11,464,268	11,494,720	11,494,720
Branch Libraries	4,057,952	4,342,356	4,368,070	4,368,070
Library Services	55,030	55,818	52,470	52,470
Grant Programs	8,092	206,664	0	0
Total Expenditures	<u>15,268,570</u>	<u>16,069,106</u>	<u>15,915,260</u>	<u>15,915,260</u>
<i>Revenues</i>				
Central Library – Municipal Contribution	13,787,047	14,336,540	14,336,540	14,336,540
Central Library – Other	1,375,338	1,404,682	1,485,720	1,485,720
Branch Libraries	86	17,321	0	0
Library Services	99,370	104,270	93,000	93,000
Grant Programs	6,729	206,293	0	0
Total Revenues	<u>15,268,570</u>	<u>16,069,106</u>	<u>15,915,260</u>	<u>15,915,260</u>
<i>Net Operations</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

THE PARKING AUTHORITY OF THE CITY OF HAMILTON

The *Hamilton Parking Authority* was created through civic by-law and is charged with the responsibility of establishing and operating off-street and on-street parking in support of the commercial areas throughout the city.

The Board of Authority has objectives which are in support of the established business areas throughout Hamilton. In particular the Authority is very sensitive to the pressures placed on downtown merchants by the demands of the shopper and business person visiting the core of the City. The Authority attempts to meet these demands and others through the use of modern parking equipment, the provision of clean and safe facilities which are conveniently located, and by employing a very pleasant staff throughout all of its operations.

Some Relevant Statistics:

Number of Carparks: 56

Number of Spaces (off-street): 4,528

Number of Spaces (on-street): 1,760

Annual Budget: \$5,300,000

Number of Employees: 57

Number of square feet required on a carpark per vehicle: 300

1993 COMPARATIVE STATEMENT OF ESTIMATES
– PARKING AUTHORITY –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	659,936	1,001,223	835,350	845,060
Permanent Facilities	1,754,386	1,591,852	1,833,500	1,822,980
Urban Renewal Lot	17,419	16,773	18,460	18,880
Underground Garage	1,377,517	1,177,869	1,603,550	1,407,930
On–Street Parking Facilities	299,858	108,202	85,500	60,560
Total Expenditures	<u>4,109,116</u>	<u>3,895,919</u>	<u>4,376,360</u>	<u>4,155,410</u>
<i>Revenues</i>				
Administration	435,628	214,015	230,100	197,550
Permanent Facilities	2,266,166	2,089,090	2,198,480	2,085,030
Urban Renewal Lot	32,185	34,823	34,000	37,000
Underground Garage	1,348,402	1,247,658	1,500,000	1,280,000
On–Street Parking Facilities	955,147	964,800	960,000	1,039,000
Total Revenues	<u>5,037,528</u>	<u>4,550,386</u>	<u>4,922,580</u>	<u>4,638,580</u>
<i>Surplus/(Deficit) prior to Debt Charges</i>	<u>928,412</u>	<u>654,467</u>	<u>546,220</u>	<u>483,170</u>
Debt Charges	(1,270,110)	(1,268,165)	(1,268,160)	(1,268,160)
<i>Net Operations – Transfer To Reserve</i>	<u>(341,698)</u>	<u>(613,698)</u>	<u>(721,940)</u>	<u>(784,990)</u>

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The *Hamilton Entertainment and Convention Facilities Inc. (HECFI)* was incorporated by a special act of the Province of Ontario on December 18, 1985, to maintain, operate, manage, market, and promote the Hamilton Place Theatre, the Hamilton Convention Centre, and the Victor K. Copps Trade Centre Arena, as social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton.

Included in HECFI's Mission Statement are the following more detailed objectives:

- * to maximize the use of the three facilities, while providing

- balanced and diversified programming for patrons in the greater Hamilton and surrounding areas;
- * via effective and efficient management to constantly work towards maintaining the subsidization by The Corporation of The City of Hamilton for the three facilities at or below the current rate of inflation;
- * to use the three facilities as the catalyst to attract people from outside the region, and as a consequence positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops, etc.

All of the foregoing are to be achieved while pursuing excellence of management and service.

In 1992 HECFI achieved the following milestones:

	<u>Number of Event Days</u>	<u>Number of Events/Performances</u>	<u>Attendance</u>
Hamilton Convention Centre	308	564	207,499
Hamilton Place (Great Hall)	184	168	238,252
Hamilton Place (Studio Theatre)	172	159	22,533
Copps Coliseum	<u>140</u>	<u>109</u>	<u>476,819</u>
Total	<u>804</u>	<u>1,000</u>	<u>945,103</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES
– HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	261,907	218,136	245,560	234,980
Food And Beverage	2,546,036	2,415,359	3,045,490	2,581,040
Events Delivery	2,260,450	2,623,710	2,450,780	2,348,550
Building Operations	1,154,532	1,159,304	1,330,490	1,411,940
Marketing And Promotion	1,597,960	1,713,242	1,642,250	1,315,490
Administration – CEO/Board	362,246	374,722	387,660	355,030
Finance And Administration	1,597,567	1,393,647	1,293,990	1,352,730
Total Expenditures	<u>9,780,698</u>	<u>9,898,120</u>	<u>10,396,220</u>	<u>9,599,760</u>
<i>Revenues</i>				
Municipal Contribution	2,705,170	2,702,370	2,705,170	2,712,590
Rentals, Licence Fees & Show Revenue	1,833,860	1,627,504	1,756,350	1,433,300
Other Rentals	384,600	374,441	434,560	355,580
Food, Beverage And Concessions	2,689,305	2,465,503	3,142,000	2,853,650
Recoveries	1,400,948	2,036,200	1,563,750	1,549,950
Other Revenue	766,815	692,102	794,390	694,690
Total Revenues	<u>9,780,698</u>	<u>9,898,120</u>	<u>10,396,220</u>	<u>9,599,760</u>
<i>Net Operations</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

PUBLIC WORKS DEPARTMENT

The *Public Works Department* is the largest of the City Departments, has a permanent staff complement of over 600 employees, and an annual operating budget in excess of \$45,000,000 (gross). There are five major service divisions within the Department: Administration, Cemeteries, Fleet Services, Parks and Streets & Sanitation.

Responsibilities by Section within the Divisions are as follows:

Administration

- Accounting, Payroll, Clerical and Admin. Assistants; handle estimated 50,000 telephone inquiries, complaints and requests annually; process purchase orders and requisitions; process time sheets for over 500 employees daily; as well as provide clerical and administrative support daily for most of the senior management staff of the Department;
- Driver Training and Safety - for safe operation of vehicles and equipment;
- Claims - investigation of claims filed against the City;
- Labour Relations and Project Co-ordination;

Cemeteries

- Administration, Operations, Care and Maintenance of 14 Cemeteries;

Fleet Services

- Acquisition and maintenance of the truck fleet and equipment utilized by three City Departments - this amounts to approximately 1,218 vehicles and major pieces of equipment;

Parks

- *Development* - design and supervision of construction of all new parks and the Waterfront (harbour front) parkland;

- *Maintenance* - daily care and maintenance of approximately 160 City Parks including 660 hectares of land, 155 community baseball diamonds and 30 community soccer/football fields;
- *Forestry* - care, maintenance and trimming of over 70,000 trees;
- *Beautification* - operation of the Greenhouses at Gage Park, The MUM Show, floral planting in City parks and around City buildings;
- *Turf* - maintenance of the Golf Courses - Chedoke (2-18 hole courses) and King's Forest (18-holes) and 4 lawn bowling clubs;
- *Facilities* - maintenance and operation of the various Stadia and Major Sports Facilities including Ivor Wynne, Brian Timmis, Bernie Arbour, Victoria Park, Sackville Hill Park Stadia as well as Mohawk Sports Park and Globe Sports Park;

Streets & Sanitation

Streets

- year-round maintenance, repair, cleaning and snow clearing of over 1,600 kms. of City streets and 1,800 kms. of sidewalks;
- cleaning of 20,000 catch basins;
- noxious weed control;

Sanitation

- domestic garbage collection for each household once per week;
- domestic bulk garbage bulk garbage collection in conjunction with daily garbage collection;
- "apartment" bulk collection contracts;

- *Community Renewal* - revitalization of parks, sidewalks, lighting, landscaping and street scaping in older areas and business districts in the City;

1993 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – CEMETERIES DIVISION –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures – Cemeteries</i>				
Administration/Operations	1,211,582	1,271,446	1,444,600	1,455,310
Burials, Removals, Dressing Graves, Care	532,296	539,890	461,540	461,220
Building Foundations and Setting Markers	36,686	47,848	47,340	45,130
Maintenance	898,926	950,750	844,640	873,670
Total Expenditures	<u>2,679,490</u>	<u>2,809,934</u>	<u>2,798,120</u>	<u>2,835,330</u>
<i>Revenues – Cemeteries</i>				
Administration	11,570	4,546	14,550	11,330
Burials & Removals, Foundations & Setting Markers	604,564	586,031	664,420	716,210
Sale of Land	305,537	232,779	306,120	333,060
Sale Of Niches	0	3,071	0	0
Care And Maintenance	276,751	208,332	220,000	160,000
Pre Need Assurance Fund	24,972	19,254	18,600	13,700
Total Revenues	<u>1,223,394</u>	<u>1,054,013</u>	<u>1,223,690</u>	<u>1,234,300</u>
<i>Net Operations</i>	<u>1,456,096</u>	<u>1,755,921</u>	<u>1,574,430</u>	<u>1,601,030</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – PARKS DIVISION –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures – Parks</i>				
Administration	519,955	631,600	733,030	727,260
Park Maintenance	4,855,680	5,059,516	4,946,610	5,078,360
Lawnbowling And Golf Course	1,574,914	1,676,699	1,628,640	1,639,380
Horticultural	1,514,467	1,542,537	1,613,740	1,495,420
Development	179,944	152,984	133,670	171,600
Winter Operations	524,944	492,053	583,490	503,120
Special Projects Repair	36,112	23,849	16,230	16,320
Waterfront Development	26,720	67,237	63,650	72,110
Community Development	155,940	159,641	155,020	154,970
	<u>9,388,676</u>	<u>9,806,116</u>	<u>9,874,080</u>	<u>9,858,540</u>
<i>Revenues – Parks</i>				
Green House Operations	<u>0</u>	<u>23,579</u>	<u>40,000</u>	<u>3,150</u>
	<u>0</u>	<u>23,579</u>	<u>40,000</u>	<u>3,150</u>
<i>Net Operations</i>	<u>9,388,676</u>	<u>9,782,537</u>	<u>9,834,080</u>	<u>9,855,390</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES
— PUBLIC WORKS — STREETS AND SANITATION DIVISION —

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures — Streets & Sanitation</i>				
Administration	1,525,688	1,594,592	1,606,410	1,561,260
District Yard Maintenance	889,970	1,014,724	981,200	946,440
Noise Control	77,001	84,059	76,100	94,040
Garbage Collection	5,217,957	5,433,473	5,352,930	5,461,810
Roadway & Sidewalk Maintenance	5,117,213	5,392,301	5,673,870	5,565,830
Winter Maintenance	3,734,901	3,539,362	2,686,770	3,024,920
Arborist	1,892,231	1,885,142	1,792,140	1,835,520
Maintenance — Various	129,309	48,800	52,140	51,400
Special Projects	265,817	(138,249)	74,320	92,210
Local Roads	0	1,992,387	2,200,230	2,186,200
Total Expenditures	<u>18,850,087</u>	<u>20,846,591</u>	<u>20,496,110</u>	<u>20,819,630</u>
<i>Revenues — Streets and Sanitation</i>				
Administration	428,121	385,544	404,380	434,000
Weed Cutting Charged To Individuals	47,122	27,001	61,500	59,600
Snow Clearing Charged To Individuals	126,984	84,693	192,000	193,900
Roadway Tree Trimming	131,934	238,809	140,440	151,400
Total Revenues	<u>734,161</u>	<u>736,047</u>	<u>798,320</u>	<u>838,900</u>
<i>Net Operations</i>	<u>18,115,926</u>	<u>20,110,544</u>	<u>19,697,790</u>	<u>19,980,730</u>

**1993 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – FLEET SERVICES DIVISION –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures – Fleet Services</i>				
Administration	500,959	501,845	536,720	539,030
Shop Expenditures	2,437,434	2,508,965	2,684,340	2,715,610
Vehicle Operations	6,376,564	6,385,778	6,494,750	6,786,740
Total Gross Expenditures	9,314,957	9,396,588	9,715,810	10,041,380
Shop Revenues	(2,142,916)	(2,373,018)	(2,836,060)	(2,956,310)
Vehicle Rentals	(7,188,906)	(7,146,762)	(6,879,750)	(7,085,070)
Total Expenditures – Net	(16,865)	(123,192)	0	0
<i>Revenues – Fleet Services</i>				
Administration	32,480	50,576	34,810	34,810
Total Revenues	32,480	50,576	34,810	34,810
<i>Net Operations</i>	(49,345)	(173,768)	(34,810)	(34,810)

1993 COMPARATIVE STATEMENT OF ESTIMATES
– PUBLIC WORKS – FLEET SERVICES DIVISION (CITY GARAGE) –

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures – City Garage</i>				
Administration	177,817	201,593	193,850	219,450
Store Expenditures	469,892	472,832	446,380	432,980
Vehicles – Car Pool	614,179	646,529	735,180	640,630
Total Gross Expenditures	<u>1,261,888</u>	<u>1,320,954</u>	<u>1,375,410</u>	<u>1,293,060</u>
Store Revenues	(501,433)	(493,090)	(530,950)	(516,510)
Vehicle Rentals	<u>(776,751)</u>	<u>(797,576)</u>	<u>(844,460)</u>	<u>(776,550)</u>
Total Expenditures – Net	<u>(16,296)</u>	<u>30,288</u>	<u>0</u>	<u>0</u>
<i>Revenues – City Garage</i>				
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Net Operations</i>	<u>(16,296)</u>	<u>30,288</u>	<u>0</u>	<u>0</u>

CULTURE AND RECREATION DEPARTMENT

Mission Statement

"The Department of Culture and Recreation will contribute to the quality of life in the City of Hamilton by providing enhanced cultural and recreational opportunities for our citizens and visitors and our staff will provide responsive programs and services."

Our Goals

1. To support and develop voluntarism.
 2. To program and operate our facilities professionally.
 3. To optimize community resources.
 4. To communicate and educate.
 5. To forecast and evaluate on program needs.
- In general terms, the Department's operating budget is \$14 million with revenues of \$4.6 million;
 - The Department employs 500 FTE's (Full Time Equivalents) which includes 300 seasonal/part-time;
 - Culture and Recreation programs serve 20,000 members and attendances close to 2 million;
 - The Department works with over 200 sports and cultural groups, 25 Neighbourhood Rink Committees and 180 facility user groups;

- The Facilities include:

- ♦ 12 Recreation Centres and Pools
- ♦ 2 Community Centres
- ♦ 8 Community Arenas & Skating Centres
- ♦ 5 Museums
- ♦ 4 Senior Citizen Centres
- ♦ 2 Golf Courses
- ♦ 8 Outdoor Pools
- ♦ 1 Winter Sports Park
- ♦ 78 Playgrounds & Wading/Spray Pools
- ♦ 5 Day Camps

Along with Co-ordinating:

- Tennis Courts, Bocce Courts, Lawnbowling Areas;
- Allocating Baseball, Soccer, Football fields
- Canusa Games, Seniors District Games
- The Department plays host to many special events and activities and provides assistance with various festivals in staging their programs.
- Culture and Recreation is not only concerned with programming but community wellness and providing support for greater leisure opportunities and a healthier Hamilton.

1993 COMPARATIVE STATEMENT OF ESTIMATES **– CULTURE AND RECREATION –**

Description	1991 <u>Actual</u>	1992 <u>Actual</u>	1992 <u>Estimate</u>	1993 <u>Estimate</u>
<i>Expenditures – Recreation Division</i>				
Administration/Senior Citizen's Centres	2,082,170	1,898,353	1,867,900	1,998,350
Planning Events	226,979	360,264	384,210	340,720
Children's International Sports Games	0	41,056	50,000	50,000
Operations/Summer Programs/Active Living/ Special Needs/Rec. Services–Community	1,068,384	1,623,752	1,712,730	1,864,210
Arenas and Pools	2,193,607	2,497,096	2,517,640	2,640,650
District Centres	3,830,411	4,149,587	4,337,210	4,689,070
Chedoke Golf Club/Winter Sports Park	153,836	138,353	168,370	173,130
Kings Forest Golf Club	79,356	82,442	89,830	90,830
Canusa / Community Development Services	134,500	159,046	151,960	153,550
Total Expenditures	<u>9,769,243</u>	<u>10,949,949</u>	<u>11,279,850</u>	<u>12,000,510</u>
<i>Revenues – Recreation Division</i>				
Senior Citizen's Centres	38,375	83,325	44,340	182,400
Recreation Services – Community	51,680	23,274	53,230	53,230
Arenas and Pools	852,654	1,032,119	979,660	1,069,700
District Centres	1,303,511	1,179,433	1,319,310	1,366,120
Chedoke Golf Club/Winter Sports Park	847,444	835,304	904,800	914,030
Kings Forest Golf Club	532,851	553,442	601,370	598,370
Ivor Wynne/Brian Timmis Stadiums	163,662	35,428	60,300	49,600
Tennis/Lawnbowling/Rental Community Centre	34,157	28,587	33,570	29,370
Major Park Facilities	108,273	121,029	109,590	109,140
Total Revenues	<u>3,932,607</u>	<u>3,891,941</u>	<u>4,106,170</u>	<u>4,371,960</u>
<i>Net Recreation Division</i>	<u>5,836,636</u>	<u>7,058,008</u>	<u>7,173,680</u>	<u>7,628,550</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES **– CULTURE AND RECREATION –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures – Culture Division</i>				
Dundurn Castle	773,473	781,096	740,070	766,590
Hamilton Military Museum	169,083	183,174	183,080	190,190
Whitehern	217,036	221,285	218,690	227,880
Children's Museum	229,125	251,019	236,350	233,940
Steam Museum	199,864	217,718	205,130	215,700
Cultural Services	277,242	310,045	362,300	363,680
Grant Programmes/Arts Awareness	16,000	20,993	24,000	22,000
Total Expenditures	<u>1,881,823</u>	<u>1,985,330</u>	<u>1,969,620</u>	<u>2,019,980</u>
<i>Revenues – Culture Division</i>				
Dundurn Castle	190,893	188,428	217,360	230,440
Hamilton Military Museum	15,369	16,811	11,500	13,000
Whitehern	11,717	9,620	10,840	11,250
Children's Museum	24,356	23,828	20,000	20,000
Steam Museum	11,768	16,747	13,600	15,400
Total Revenues	<u>254,103</u>	<u>255,434</u>	<u>273,300</u>	<u>290,090</u>
<i>Net Culture Division</i>	<u>1,627,720</u>	<u>1,729,896</u>	<u>1,696,320</u>	<u>1,729,890</u>
<i>Net Operations – Culture and Recreation</i>	<u>7,464,356</u>	<u>8,787,904</u>	<u>8,870,000</u>	<u>9,358,440</u>

THE HAMILTON & SCOURGE PROJECT

Hamilton and Scourge are two armed merchant vessels from the War of 1812 which capsized in a squall on August 8, 1813. Discovered in 90 metres of water off Port Dalhousie, Ontario, their identities were confirmed in 1975 as was their nearly perfect state of preservation. It was then understood that Hamilton and Scourge are the most perfectly preserved wrecks of historical significance in the world.

Title was transferred in 1980 from the US Navy to the City of Hamilton. The City's intention is to raise and exhibit the vessels in a world-class museum: an international tourist attraction. Also in 1980, Jacques Cousteau viewed Hamilton, and both vessels were part of a National Geographic Society/Hamilton-Scourge Project Survey in 1982.

Dives on the vessels were conducted during April and May 1990 as part of the Jason Project, a science-education endeavour. Data was beamed off a satellite and brought down in 14 museums across North America. 250,000 school children participated using a curriculum published by the National Science Teachers Association, drawing heavily on material and input from Hamilton-Scourge Project Staff.

The City of Hamilton in conjunction with the Provincial staff are presently assessing the data collected during the Jason Project to predetermine the foreseeable future relative to recovery.

	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
Total Expenditures	<u>\$172,612</u>	<u>\$135,500</u>	<u>\$128,420</u>	<u>\$125,840</u>

BUILDING DEPARTMENT

The purpose of the *Building Department* is to service the public and to establish and maintain, through quality control in the framework of existing legislation, the minimum level of a safe, healthy and enjoyable living and working environment as laid out in the codes and by-laws under our jurisdiction.

The Department consists of four distinct divisions, with a total of approximately 90 staff members. Among our staff, there are various Professionals, Customer Service Representatives, Plan Examiners, Field Inspectors, Support Staff, Administrative and Management staff, all of them with different expertise and skills to serve the residents and business communities in our City.

Customer Services Section

Answers all inquiries from the general public, contractors, developers, architects, engineers, lawyers, real estate agents, etc., either by telephone or by talking to the customers in person, regarding the interpretation of the zoning and building regulations. Processes the building permit application, and ensures that all plans submitted with a permit application conform with applicable regulations and by-laws, such as, The Ontario Building Code, Hamilton Zoning By-Laws, etc.

Field Services Section

Conducts progressive field inspections to ensure that the projects,

or the buildings, are in compliance with the approved plans, The Ontario Building Code, Hamilton Zoning By-Laws, Ontario Plumbing Code and other relevant by-laws. The division also enforces other Hamilton local by-laws, such as Property Standards By-Law, the Backyard By-Law, etc. The Inspectors also investigate unsafe buildings and ensure that proper corrective steps are taken. When necessary, the Inspector issues "Orders to Comply" or "Stop Work Orders" and initiates legal action to force compliance with the by-law requirements as specified per the Order issued.

Loans Division

Administers rehabilitation loan and grant programmes funded by the Federal and Provincial Governments. At the present time, the Loans Division is implementing eighteen (18) different programmes, as well as administering several loan and grant programmes for the Town of Dundas and the Township of Flamborough.

Committee of Adjustment

Deals with minor variances from requirements of the Hamilton Zoning By-Law.

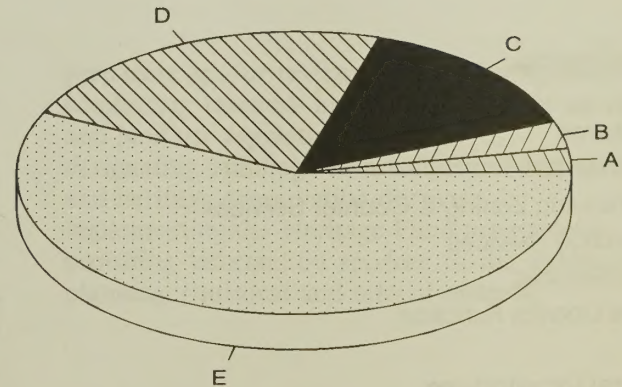
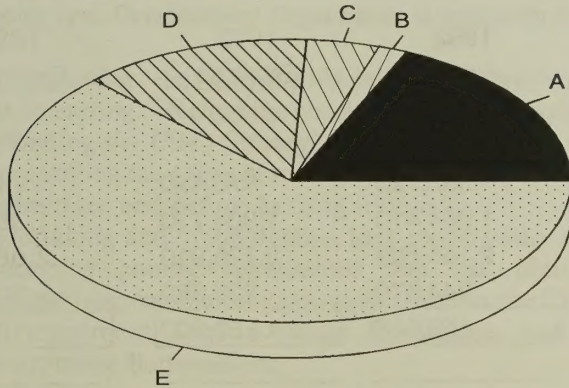
BUILDING DEPARTMENT

1992 Statistics

Total Construction Value \$132,352,903

Total Permits Issued 2,741

Zoning Verifications and Property Reports 5,507



Breakdown By Number Of Permits Issued

Breakdown By Construction Value (000's)

Key	Particulars	Amount	% of Total
(1)	(2)	(3)	(4)
A	Miscellaneous	501	18.3%
B	Industrial	46	1.7%
C	Institutional	115	4.2%
D	Commercial	364	13.3%
E	Residential	1,715	62.5%
		<u>2,741</u>	<u>100.0%</u>

Key	Particulars	Amount	% of Total
(1)	(2)	(3)	(4)
A	Miscellaneous	3,521	2.7%
B	Industrial	4,142	3.1%
C	Institutional	19,065	14.4%
D	Commercial	29,983	22.7%
E	Residential	75,642	57.1%
		<u>132,353</u>	<u>100.0%</u>

1993 COMPARATIVE STATEMENT OF ESTIMATES **– BUILDING –**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	578,637	598,723	675,490	716,790
Engineering,Zoning & Counter Services	1,264,718	1,264,410	1,304,730	1,351,790
Inspection Services	2,229,448	2,165,503	2,126,910	2,080,180
Loan Services	198,382	244,870	228,360	322,170
Trade Licence Function	(49,803)	158,015	183,900	181,510
Total Expenditures	<u>4,229,227</u>	<u>4,273,506</u>	<u>4,335,490</u>	<u>4,470,930</u>
<i>Revenues</i>				
Administration	9,086	10,275	3,000	500
Engineering,Zoning & Counter Services	2,286,735	1,832,173	2,230,000	2,174,500
Loan Services	112,332	217,612	154,500	280,000
Trade Licence Function	82,509	127,486	47,600	78,600
Total Revenues	<u>2,490,662</u>	<u>2,187,546</u>	<u>2,435,100</u>	<u>2,533,600</u>
<i>Net Operations</i>	<u>1,738,565</u>	<u>2,085,960</u>	<u>1,900,390</u>	<u>1,937,330</u>

THE PLANNING AND DEVELOPMENT DEPARTMENT

The *Planning and Development Department* provides land use planning services to the City of Hamilton. The Department's expertise covers all facets of municipal planning. Extending from long-range to current planning activities, the Department is responsible for:

- * the formulation of long-range planning objectives and policies through the Official Plan, Secondary or Neighbourhood Plans, and related studies to guide growth while managing the natural, historic and architecturally significant attributes of the municipality;
- * the implementation of these policies and plans through Zoning By-laws, Site Plans, and Land Division to maximize a high standard of urban design and energy efficiency in the development of the municipality.

The *Planning and Development Department* is primarily engaged in:

- * administering the City's Official Plan; developing and administering Neighbourhood Plans; formulating/co-ordinating the City's Strategic Plan;
- * representing the City's planning interests on special purpose committees and before hearing tribunals;
- * undertaking and implementing long-range policy studies;
- * processing zoning applications and site plan control applications; commenting on applications to the Committee of Adjustment, Land Division Committee, and Niagara Escarpment Commission;
- * preparing and/or reviewing draft Zoning By-laws;
- * conducting research and providing input on development and land use regulation matters;
- * designating buildings of architectural/historic significance and heritage conservation districts;
- * implementing the Heritage Fund programme;
- * providing information services to the public on land use planning, statistical and related matters.

During 1992, the *Planning and Development Department*:

- * processed 65 rezoning applications; processed 65 site plan applications; processed 17 Official Plan amendments;
- * commented on 392 applications to the Committee of Adjustment, Land Division Committee and Niagara Escarpment Commission;
- * answered over 17,700 public enquiries on land use planning, statistical and related matters.

	<u>1991</u> <u>Actual</u>	<u>1992</u> <u>Actual</u>	<u>1992</u> <u>Estimate</u>	<u>1993</u> <u>Estimate</u>
Total Expenditures	<u>1,954,580</u>	<u>1,957,488</u>	<u>2,007,610</u>	<u>2,018,510</u>

TRAFFIC DEPARTMENT

The *Traffic Department* of The City of Hamilton consists of Administrative, Operations, Planning, and Community Traffic Services Divisions.

Administrative Division (Staff of 6)

- Provides the stenographic, clerical, payroll, accounts payable and accounting functions for the Department.
- Receives and answers inquiries from the public, other Departments and elected officials.
- Issues 1,900 on-street parking permits annually, in accordance with City By-laws.
- Coordinate staff training.

Operations Division (Staff of 60+ to 80+, depending on season)

- *Traffic Signals* - install, maintain and operate over 330 traffic signals on all roads in the City and Region.
- *Traffic Signs* - manufacture and install over 17,000 new traffic signs annually, and maintain existing traffic signs on all roads within the City, and on Regional roads outside the City. Signs are also manufactured for supply to other departments, agencies and area municipalities.
- *Pavement Markings* - install and maintain in the City, and on Regional roads outside Hamilton, over 1,500 kilometres of lane dividing and centre lines and over 330 kilometres of crosswalk lines.
- *Engineering Services* - Provide designs for new and revised traffic signals, signs and roadway markings. Analyze and improve signal settings; act to reduce motor vehicle collisions and improve safety. Review "functional" and "geometric" design proposals for the Regional Engineering Department.

- *Design and Drafting Services* - provide Committee displays; City and Region sign, signal, pavement marking and parking meter installation drawings.

PLANNING DIVISION (STAFF OF 10)

- Review and technical transportation analysis of applications related to land development or use such as zoning, land division, site plans and neighbourhood design.
- Review and analysis of City and Regional policies with respect to transportation issues such as Official Plan and modifications to the Zoning By-law.
- Processing and analysis of approximately 8,000 motor vehicle collision reports annually for the Hamilton-Wentworth Region. Record information is committed to a computerized storage/retrieval system. An annual report summarizing collision statistics and trends is produced.
- Provide traffic expertise to all City and/or Regional transportation studies.
- Conduct traffic studies such as traffic counts, delay studies, through traffic studies, speed studies and others to provide information for the needs of all City and Regional Departments respecting traffic movement.

COMMUNITY TRAFFIC SERVICES DIVISION

- * *School Crossing Guards (Staff of approximately 200)*
- Provide school crossing services for the Area Municipalities of Hamilton, Stoney Creek, Dundas, Ancaster and Flamborough.
- Conduct technical studies to determine whether or not school crossing guards are required at specific locations for five Area Municipalities within the Region.

TRAFFIC DEPARTMENT - Continued

* *Legislative/Driveway Section (Staff of 4)*

- Investigate and prepare approximately 400 reports each year for the City's Transport and Environment Committee and the Region's Transportation Services Committee respecting changes to various Traffic By-law regulations and traffic control devices.
- Administer the time limit exemption and "permit parking" programs for local residential streets within the City, including the issuance of approximately 1,900 permits each year.
- Conduct telephone and written surveys of residents respecting the implementation of "Permit Parking" and "Time Limit Parking" regulations on local residential streets in Hamilton.
- Review and recommend approval or denial of all boulevard parking applications - approximately 500 applications annually.
- Review and issue driveway approach approvals authorizing access from private property to the public highways for all major developments.

- Administer the City and Regional Traffic By-laws including the preparation in Bill form of over 50 By-law amendments each year.
- Attend public meetings to provide information and answer inquiries respecting various traffic and parking issues.
- Investigate and take appropriate enforcement action respecting visibility obstructions at intersections.

* *Parking Control (Staff of 47)*

- Provide enforcement of all on- and off-street parking regulations in the City.
- Recommend and approve signing of private properties for parking enforcement purposes.
- Prosecute parking violations in Court for five Area Municipalities and the Region.

1993 COMPARATIVE STATEMENT OF ESTIMATES **- TRAFFIC -**

<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
Administration	705,228	762,730	734,890	754,670
Design & Engineering	170,415	202,269	196,040	203,110
Traffic By-law Enforcement	1,643,383	1,847,628	1,941,880	2,014,160
Neighbourhood Watch	2,782	1,311	4,000	4,000
School Crossing Guards	1,012,173	1,118,659	1,145,730	1,177,660
Area Municipalities – School Crossing Guards	162,101	100,893	266,480	291,130
Outside Activities – Recovered From Inventory	501,071	312,039	567,410	424,590
Outside Activities	1,441,824	1,609,946	1,474,030	1,636,480
Work Done For Others	(20,998)	(22,548)	(17,520)	(17,480)
Total Expenditures	4,954,807	5,519,995	5,479,050	5,772,600
<i>Revenues</i>				
Administration	223,121	231,840	230,200	255,990
Traffic By-law Enforcement	2,587,651	3,250,288	2,912,050	3,385,790
Front Yard Parking	37,101	26,260	100,270	47,430
On-Street Parking	31,105	40,629	24,700	28,120
Boulevard Parking	35,903	36,253	38,210	37,050
Approach Approvals	370	646	530	1,800
Private Parking Lots	4,324	3,757	4,740	4,220
Total Revenues	2,919,575	3,589,673	3,310,700	3,760,400
<i>Net Operations</i>	2,035,232	1,930,322	2,168,350	2,012,200

LOCAL ROADS - BY REGION

The *Roads Department* of The Regional Municipality of Hamilton-Wentworth administers *Local Roads and Engineering Services* for the City of Hamilton.

The projects and programs performed by the Department include:

Development Control

- Processing severance applications, draft plans, fee schedules, drainage complaints, site plans, zoning applications, grading plans, neighbourhood plans, Committee of Adjustment applications, NEC applications, Engineering Drawings of Subdivisions;

Encroachments

- Process Encroachment and Outdoor Boulevard Cafe Agreements, establish user fee schedules, enforce the City Streets By-Law, co-ordinate the use of road allowance for special events;

Bridge Maintenance

- Routine bridge rehabilitation and maintenance;

Railway Crossings and Safety (cost sharing arrangements specifically outlined by the National Transportation Agency of Canada)

- Signal maintenance - hardware maintenance at crossings with automatic protection;
- Infrastructure maintenance - pavement maintenance at asphalt/rubber railway crossings;

Legal Surveys and Services

- Legal surveys requested by City Departments, providing topographical and property information to clients;

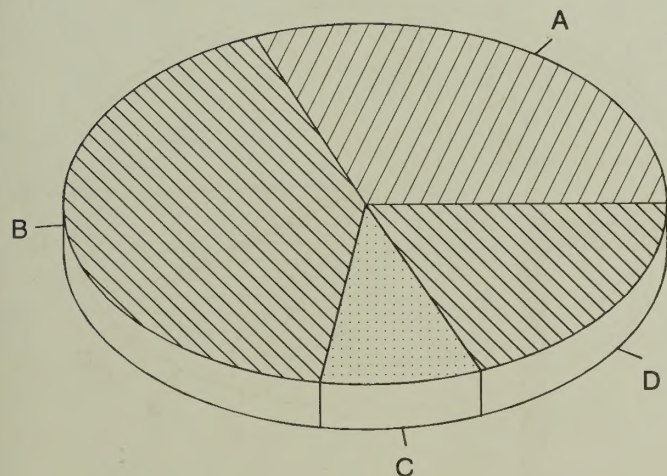
Electrical Services

- Electrical services related to decorative street lighting;
- Design of central heating and air conditioning systems.

1993 COMPARATIVE STATEMENT OF ESTIMATES **– LOCAL ROADS AND ENGINEERING SERVICES –**

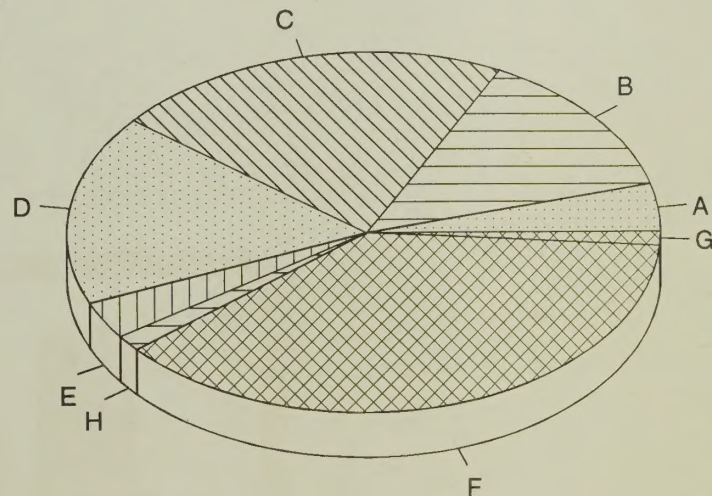
<u>Description</u>	<u>1991 Actual</u>	<u>1992 Actual</u>	<u>1992 Estimate</u>	<u>1993 Estimate</u>
<i>Expenditures</i>				
General	291,500	365,400	365,400	367,970
Bridges	22,609	90,819	80,000	91,000
Railway Crossings & Safety	186,763	106,996	208,400	190,000
Legal Surveys	180,645	161,717	150,000	152,250
Street Lighting – Hydro Costs	128,000	9,642	51,500	55,000
Total Expenditures	<u>809,517</u>	<u>734,574</u>	<u>855,300</u>	<u>856,220</u>
<i>Revenues</i>				
Overload Permit Fees	1,062	1,914	3,000	2,000
Inadvertent Encroachment Fees	17,482	15,206	19,370	19,370
Other Encroachment Fees	18,124	21,806	24,300	24,300
Total Revenues	<u>36,668</u>	<u>38,926</u>	<u>46,670</u>	<u>45,670</u>
<i>Net Operations</i>	<u>772,849</u>	<u>695,648</u>	<u>808,630</u>	<u>810,550</u>

CITY OF HAMILTON SHARE OF REGIONAL ESTIMATES



Sources Of Revenue

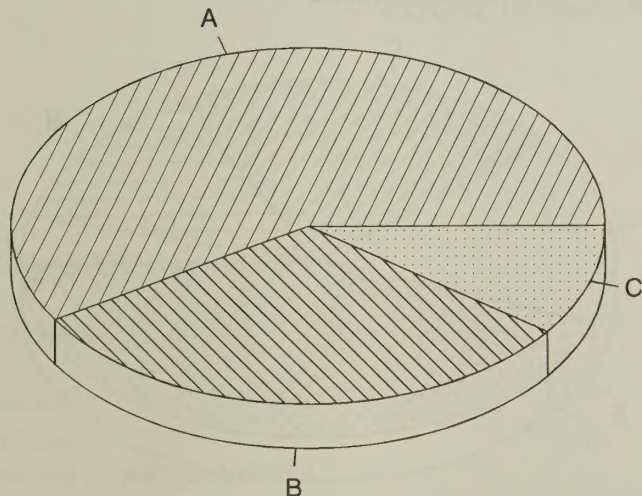
Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	115,455	28.4%
	Supplementary Taxes	1,001	0.2%
	Payments—In—Lieu Of Taxes	7,437	1.8%
	Special Assessments	1,861	0.5%
		125,754	30.9%
B	Provincial Grants	168,891	41.6%
C	Water and Sewer Rates	35,244	8.7%
D	Other Revenues	76,483	18.8%
		<u>406,372</u>	<u>100.0%</u>



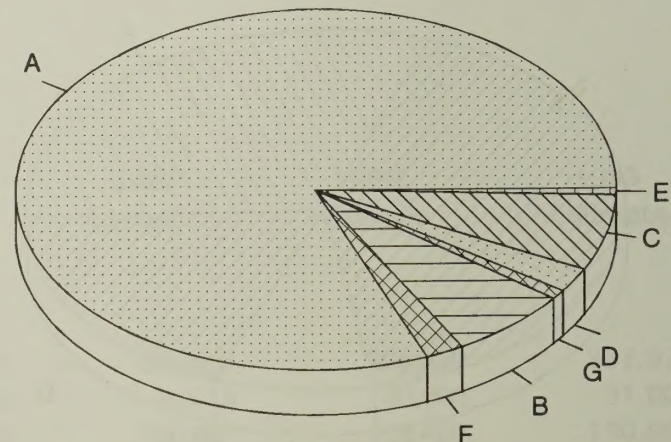
Purposes For Which Expended

Key	Particulars	Amount	% of Total
A	General Government	17,380	4.3%
B	Protection to Persons & Property	54,314	13.4%
C	Transportation Services	87,329	21.5%
D	Environmental Services	69,456	17.1%
E	Health Services	13,745	3.4%
F	Social and Family Services	153,162	37.6%
G	Recreation and Cultural Services	5,067	1.2%
H	Economic Development & Planning	5,919	1.5%
		<u>406,372</u>	<u>100.0%</u>

CITY OF HAMILTON SHARE OF BOARD OF EDUCATION ESTIMATES



Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	160,594	56.2%
	Supplementary Taxes	1,642	0.6%
	Payments-In-Lieu Of Taxes	2,840	1.0%
	Special Assessments	2,747	1.0%
		167,823	58.7%
B	Provincial Grants	89,006	31.1%
C	Other Revenues	28,967	10.1%
		285,796	100.0%



Key	Particulars	Amount	% of Total
A	Salaries, Wages & Employee Benefits	231,575	81.0%
B	Energy, Consumables	18,392	6.4%
C	Capital, Chargeback of Taxes	19,484	6.8%
D	Fees and Contractual Services	6,282	0.6%
E	Computer Equipment Rentals	1,697	2.2%
F	Transportation and Insurance	5,878	2.1%
G	Debt Charges	2,488	0.9%
		285,796	100.0%

1993 - 2002

CAPITAL



BUDGET

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Introduction

It is with pleasure that we present the Capital Budget for the ten year period 1993 to 2002 inclusive, as approved by City Council Friday, January 29, 1993. The Capital Budget Sub-Committee along with the Management Team should be commended for the manner in which they approached the finalization of the thirty-ninth consecutive Capital Budget under the direction and guidance of the Standing Committees of Council and the Committee of the Whole. This is the first time the Management Team and the Committee of the Whole have met on a monthly basis to resolve budget issues, and have held a public meeting on December 2, 1992 to receive public input before making any final decision on budget levels.

The Sub-Committee met 17 times (July 6, 1992 through January 12, 1993) to discuss capital budget issues as outlined in the following pages, and to recommend the Provisional Capital Budget to the Committee of the Whole and City Council.

The Sub-Committee in recommending this Capital Budget has reinforced past policies of controlling capital expenditures, while ensuring the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

With the approval of the Standing Committees and the Committee of the Whole, Management Team completed a review of the 1993-2002 Provisional Capital Budget Program. It considered a number of options and scenarios in recognition of the difficult economic times and the Committee of the Whole's directives regarding current budget impacts.

During the present economic times, it is difficult to maintain the upfront financing of capital projects vis-a-vis the three mill capital levy, due to competing mill rate pressures and the desire for minimal tax increase. It is also important to limit debt financing which commits the City to future debt charges and limits future Current budget flexibility.

The debenture cost of all the preliminary capital projects received from the City Departments and Local Boards would have resulted in debt charges averaging 14.5% of the levy as opposed to the previous years 12.2%. The challenging assignment for this Capital Plan was to control debt charges while providing for required capital improvements. The proposed plan meets these objectives while maintaining a 0% increase in debt charges for the first three years of the plan.

As previously noted to the Committee of the Whole, Management Team identified a number of primary or corporate issues that were emphasized during the Capital Budget development and review.

The Corporate issues that were addressed include:

♦ Work-In-Progress Management:

- (i) Reviewed on-going projects in view of current priorities:

Department Heads prepared reports to their respective Standing Committees advising as to completion of projects and the amount of unspent funding for future prioritized use of capital projects.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

(ii) Returned funds for use in the 1993-2002 Plan:

The net City costs of these projects have been reduced by \$2.6 million. The projected use of the Reserve for Capital Projects in 1993 has been increased from an expected \$2.0 million to \$3.9 million taking advantage of the availability of these returned funds.

♦ Operating and Financing Costs of Capital projects:

Major emphasis was placed on the impact of capital projects on the Current Budget. As a result certain Capital projects were delayed and deferred.

♦ Pay-As-You-Go policy:

Last year's plan provided for a 3 mill capital levy in 1992 increasing to 4 mills in 1993 and to 6 mills by 1995. This year's parameter was revised to a \$2.2 million capital levy in 1993, 3 mill capital levy in 1994, 4 mill capital levy in 1995, 5 mill capital levy in 1996 and a 6 mill capital levy in 1997 and on. This was necessary to respond to Council's directives regarding 1993 current budget increases, given other current budget expenditure priorities. A minimum of \$2.2 million was necessary in 1993 in order to complete the required financing for the Upper Sherman Fire Hall as approved in the 1992 Capital Budget.

♦ Debt Charges:

As previously noted, this year's plan limits debt charge commitments for the City below the prior plan's levels. It is also important, however, to ensure sufficient funding is available to allow priority projects such as the road reconstruction program to proceed in an orderly fashion. To accommodate front end financing of certain prioritized projects, the assumed timing of debentures issued was delayed for one year. Temporary financing of these projects will be accommodated through significant unexpected capital financing until debt issuance. The unexpended Capital financing to date (1992) amounts to \$46.0 million (unexpended capital financing for 1991 year end - \$29.0 million). The Reserve for Debt Charges will also be used to smooth year-to-year fluctuations in the provision of debt charges.

♦ New procedures in relation to O.M.B. approval and Annual Debt Repayment Limit:

As of January 1, 1993, a municipality may borrow and undertake financial obligations that extend beyond the present term of Council without Ontario Municipal Board approval, as long as it does not exceed its prescribed annual repayment limit. The annual repayment limit is calculated using a formula based on a principle that annual payments relating to debt charges should not be more than 20% of revenue fund expenditures as reported in the Financial Information Return.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

The interim limit established for the City of Hamilton is \$36,213,800 annual debt charges. Presently, the City's debt charges are projected to be \$18,170,169 in 1993, demonstrating that City debt levels are well below allowable O.M.B. limits.

♦ Reviewed the overall "size" of the ten-year plan versus overall capital financing availability.

♦ Reserve for Development Charges:

Due to a significant decline in development charge revenue projects requiring development charge funding have been significantly curtailed. The timing of the introduction of growth-related projects should be reviewed annually based upon community growth rates and the availability of development charge funding.

As the City's Development Charge By-law remains under appeal, no spending from that reserve fund has been authorized pending resolution of that appeal.

♦ Reviewed and introduced the new Capital Budget Submission Form

Guidelines for Capital projects:

In order to qualify for capital budget consideration, projects must contribute to at least one of the following guidelines:

- ♦ Strategic Direction (Image of the City, Quality of life, Transportation)
- ♦ Public/Employee Safety/Liability
- ♦ Legislated by Senior Levels of Government
- ♦ Needs Analysis/Feasibility Study (Demand, Equitable, Cost/Benefit)
- ♦ Economic Development

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Comparison of Capital Budget to Prior Year's Level and to Proposed Financing:

Department	Original Submission - Net Budget	
	1992-2001	1993-2002
City Clerk	\$ 550,000	\$
Information Systems	668,000	439,000
Housing Department	705,000	1,339,000
Human Resources Centre	547,000	500,000
Property	24,697,000	27,187,000
Hamilton Society for the Prevention of Cruelty to Animals	3,500,000	2,500,000
Fire	13,988,000	13,253,000
Engineering	19,154,000	14,707,000
Traffic	510,000	531,000
Public Works: Local Roads	68,214,000	64,183,000
Public Works: Streets Division	2,645,000	5,330,000
Culture and Recreation	89,707,000	19,195,000
Public Works: Parks	28,258,000	17,877,000
Hamilton Entertainment & Convention Facilities Inc.	2,995,000	3,663,000
Hamilton Public Library	16,845,000	1,252,000
Parking Authority	7,625,000	30,100,000
Planning	2,000,000	1,145,000
Public Works: Community Renewal	5,435,000	4,500,000
General Contingency	<u>8,690,000</u>	<u>5,000,000</u>
Total Recommended	<u>\$296,733,000</u>	\$212,701,000
Projects Not Required		1,061,000
Projects for Current Budget Consideration		1,526,000
Projects for Future Consideration - No Specific		
Funding Recommended (Outside the Ten Year Plan)		<u>82,557,000</u>
TOTAL	<u>\$296,733,000</u>	<u>\$297,845,000</u>

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Criteria used for Priority Ranking of Projects:

The Management Team ranked all capital projects for all Civic Departments and Local Boards, along with the Regional Planning and Engineering Departments, using the following criteria. This ranking formed the initial basis for the 1993-2002 Provisional Capital Budget:

First Priority:

- (i) Legislated
- (ii) Public and Employee - Health & Safety
- (iii) Maintain Existing Municipal Roads, Buildings or Other Basic Municipal Infrastructure requirements

Second Priority:

- (i) Business Criteria - Reduce ongoing operating costs (staffing and/or resource requirements) for the City
- (ii) External Funding - Include new Federal/Provincial or other external funding
- (iii) Are labour-intensive and produce jobs in the Private Sector

ALTERNATIVE FINANCING PROPOSALS - THREE SCENARIOS

The Committee reviewed all the projects based on the above criteria in comparison with three different funding scenarios. These scenarios are summarized below. The Committee recommended the Low Scenario with some modifications during this slow recovery period to minimize 1993 Current Budget impacts and to stabilize the capital plan during present economic uncertainties. The introduction of some front end debenture financing as previously noted helped to accommodate certain capital projects such as the Road Reconstruction program in the early part of the plan.

The basis of the three scenarios is outlined below:

Description of Financing	Low	Medium	High
Capital Levy Financing			
1993 (Minimum Requirement \$2.2 Million)	2 Mills	3 Mills	4 Mills
1994	3 Mills	4 Mills	5 Mills
1995	4 Mills	5 Mills	6 Mills
1996	5 Mills	6 Mills	6 Mills
1997 and on	6 Mills	6 Mills	6 Mills

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

ALTERNATIVE FINANCING PROPOSALS - THREE SCENARIOS - continued

Description of Financing	Low	Medium	High
Reserve and Reserve Funds (000's)			
Allocation from Reserve for Development Charges			
- Eligible amount to a maximum per year not to exceed	\$ 850	\$ 850	\$ 850
All Other Reserves	33,257	33,257	33,257
Debt Charges (000's)			
1993	\$16,599	\$16,599	\$16,599
1994 to 1996 (First 3 years)	0% Increase	3% Increase	4.5% Increase
1997 to 2002 (Next 6 years)	3% Increase	4.5% Increase	4.5% Increase
Availability of Funding (1993-2002) (000's)			
Net Capital Levy	\$ 49,624	\$ 53,503	\$ 56,542
Reserve for Development Charges	2,280	2,280	2,280
Reserve for Off Street Parking	1,600	1,600	1,600
Other Reserves	<u>31,657</u>	<u>31,657</u>	<u>31,657</u>
Sub-total	\$ 85,161	\$ 89,040	\$ 92,079
Debtenture Issue - Municipal Portion	<u>101,947</u>	<u>135,005</u>	<u>143,763</u>
Total	<u>\$187,108</u>	<u>\$224,045</u>	<u>\$235,842</u>

Financial Impact - Capital Budget

	Debt Charges as an Average % of Adjusted Municipal Levy		Average Increase in Debt Charges over Prior Year	
	<u>1992-2001</u>	<u>1993-2002</u>	<u>1992-2001</u>	<u>1993-2002</u>
First Draft	15.6%	14.5%	12.4%	9.6%
Final Draft	12.2%	11.9%	5.0%	2.7%

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Mill Rate Impact of Provisional Capital Budget:

Year	Capital Financing			Current	
	Debt Charges (\$000's)	Capital Levy (\$000's)	Total (\$000's)	Residential Mill Rate	Operating Cost (\$000's)
1993	\$16,599	\$2,200	\$18,799	17.4223	\$113
1994	16,599	3,034	19,633	18.1953	97
1995	16,599	4,065	20,664	19.1508	683
1996	16,599	5,107	21,706	20.1165	69
1997	17,099	6,159	23,258	21.5548	156
1998	17,820	6,190	24,010	22.2517	700
1999	18,346	6,220	24,566	22.7670	39
2000	18,674	6,252	24,926	23.1007	84
2001	19,455	6,283	25,738	23.8532	504
2002	20,082	6,314	26,396	24.4630	49

As seen from this table, the Capital Budget plan forms a solid basis for capital financing into the future while controlling current budget impacts on a multi-year basis.

The following section of this report highlights some particular projects of note within the approved 1993-2002 Capital Budget and Forecast.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND THE TREASURER

Riverdale Recreation Centre:

The Director of Property was previously authorized by City Council to retain the services of a consultant(s) to carry out a feasibility study for the development of the Lake Avenue Seniors' Drop-In Centre/Riverdale East Recreation Centre, up to maximum funding of \$60,000.

A provision of \$500,000 for the design of the Riverdale Recreation Centre has been included in 1994 and a provision for construction has been provided in the 1995 forecast in order to allow this project, although deferred, to proceed in an orderly fashion. This timing is, however, later than the 1993-94 timing requested by the department. This deferral is proposed due to capital financing limitations and the impact of the projected annual debt charges of \$1,052,000 and net operating costs of \$500,000 (i.e. total annual cost \$1,552,000) for this facility.

H.E.C.F.I. Projects:

Replacements of and renovation to facilities and equipment for \$125,000 in 1993 are to be financed from their Reserve for Capital Projects. Future project implementations, however, indicate that H.E.C.F.I. reserves will not be adequate to fund necessary capital improvements and therefore capital financing from City sources to augment H.E.C.F.I. reserves is proposed starting in 1994.

Hamilton Public Library:

The Automated Collection Development - Phase V project in 1993 in the amount of \$67,000 is financed from their Reserve for Capital

Projects. However, the new Integrated Library System (1993) is financed from City sources as there is insufficient funds available from their Reserve for Capital Projects. The existing DOBIS system is in critical need of replacement.

Parking Authority:

The Parking Authority's 1993 projects include programs which will permit the continual upgrading of its carparks, the study and design of future facilities, and subsequent demolition and site preparation of newly acquired properties. These projects are financed from the Reserve for Off-Street Parking. Also, a provision of \$7,000,000 allows for the possible acquisition of parking lands in the Central Business District funded from debt providing that the purchase price is such that the total operational costs (including borrowing) are covered in the transaction. Due to cash flow implications of conventional debenture terms it is necessary to consider methods of debt financing for parking capital projects other than conventional debentures. The detailed borrowing arrangements through City loan instead of through debenture issue will be outlined to City Council as required at a future date, prior to commencement of any such projects.

The Hamilton Society for the Prevention of Cruelty to Animals (H.S.P.C.A.):

The H.S.P.C.A. project is for a \$5,000,000 expenditure funded $\frac{1}{2}$ by the city and $\frac{1}{2}$ through fund raising. The H.S.P.C.A. requested the funding for Headquarters in three years: 1993 - \$1,200,000, 1994 - \$800,000, and 1995 - \$500,000, to match projected fund raising

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

with a loan guarantee in the amount of \$2,500,000 in order to enable the Society to obtain interim construction financing. The full amount of public donation receipts to the H.S.P.C.A. is not expected to be completed before 1996, but as of year end 1992 approximately \$800,000 in cash public contributions have been received. The capital grant for the construction of the H.S.P.C.A. Headquarters in the amount of \$2,500,000 has been provided in the year 1997 to be consistent with the 1992-2001 Capital Budget provision of 1996 through 1998. If it were advanced to 1994 to be consistent with H.S.P.C.A. plans, the City's debt charges of \$389,165 would be incurred earlier than planned and the proposed 0% increase in debt charges could not be maintained beyond 2 years. Under the proposed timing the project could be reviewed again during the preparation of the 1994-2003 Provisional Capital Budget Program based upon the progress of the fund raising campaign at that time. According to H.S.P.C.A. officials, additional capital funding (beyond the \$2.5 million) will be required if the project is deferred to 1997.

Services through Unsubdivided Lands:

The financing of this project through the Reserve for Services through Unsubdivided Lands (One foot Reserve) is limited and funding from this reserve is contingent upon the sale and recovery of One Foot Reserves. This project is therefore also being financed partly by the Reserve for Capital Projects. Such funding will however be monitored on an ongoing basis and should funds be generated within the Reserve, a recommendation will be brought forward to return the funds to the Reserve for Capital Projects.

Projects for Future Consideration (outside the Ten Year Plan):

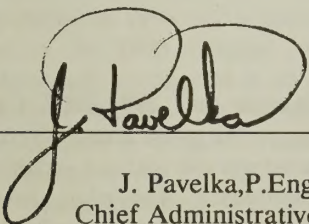
There are thirteen projects (Page 110) under this category. Some of these projects are growth-related, and their timing is therefore dependent upon the rate of community growth and the rate of development charge receipts. In the case of the other projects, funding could not be accommodated within the recommended funding scenario. All of these projects will be reviewed annually and may be considered for advancement in future capital plans.

CONCLUSION

The 1993 Capital Budget and 1994-2002 Capital Forecast, as recommended, results in the gross expenditure of \$295.6 million dollars over the ten year period with an estimated community job creation of 6,028 person years. This plan provides a contribution towards stimulating the economy without adverse long term effects on the tax rate. The debt charges for 1994, 1995 and 1996 are proposed to remain the same as 1993. During this period the provision for capital levy will be increased by one mill each year until it is restored to its previously established policy of a six mill capital levy. The gross total expenditure of \$295.6 is financed by \$85.2 million from the reserves and capital levy, \$82.9 million from receipts, user fees and subsidies, \$99.0 million from debentures for Municipal projects and \$28.5 million from debentures/debt financing for the Parking Authority.

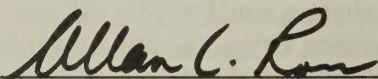
JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

It should also be noted that the City of Hamilton is a major contributor to the Regional Municipality of Hamilton-Wentworth in maintaining its triple "A" credit rating, and with the debt requirements of the proposed plan, the City's debt levels will remain substantially below the debt levels allowed by the O.M.B.



J. Pavelka, P.Eng.
Chief Administrative Officer

The projects contained in this Capital Budget, as developed by the Management Team, are within the financial capabilities of the City and represent a balance program for the future planning and development of the City.



Allan Ross
Treasurer

Recommendations adopted by the Committee of the Whole and City Council at its meeting held 1993 January 29, in part states:

- (a) That the 1993 Capital Budget and 1994-2002 Capital Forecast as outlined on Schedule "A" and "B" attached for the City of Hamilton, representing the following financial parameters be approved.
 - (i) the average debenture charges expressed as a percentage of levy be 11.9% for the 10 year period, representing a reduction from last year's approved parameter of 12.2% (City's established policy is a maximum of 12.5%).
 - (ii) an average 2.7% increase per year in debenture charges, in comparison with the previous year's approved parameter of a 5.0% increase per year.
- (b) That the provision of capital levy with specific reference to the "Pay-As-You-Go" policy, be revised and approved to a 2.2 million dollar provision in 1993, a three mill capital levy in 1994, a four mill capital levy in 1995, a five mill capital levy in 1996 and a six mill capital levy in 1997 and on.
- (c) (i) That the projects starting in the year 1993 (Schedule "A" - Page 1 - Municipal Projects and Page 9 - the Parking Authority Projects) be approved for implementation as outlined on the following pages indicating the method of financing and that the originating Department Head be directed to proceed with these projects.
- (c) (ii) That the City Solicitor be authorized to prepare appropriate by-laws for projects requiring debenture financing for approval of City Council.
- (iii) That the Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debentures for a term not to exceed twenty years as required for those Projects requiring debenture financing.
- (d) That the funding of future household growth-related projects be co-ordinated with the availability of funds from the Development Charges and that the timing and funding for such projects be reviewed annually.
- (e) That the C.A.O. and the Management Team continue a review process throughout the entire year for subsequent Capital Budget Programs with a view to determining the feasibility of alternative methods of delivering the requested service and alternative funding resources.
- (f) That future new proposals for Capital Budget projects as received from outside Agencies be referred to the C.A.O. and the Management Team for preparation of a staff report for consideration by the respective Standing Committee of Council, and that new departmental projects be preferably introduced in the fifth year of the capital budget program, or where the department is able to trade-off existing project already introduced in the previous year's capital program.

Recommendations adopted by the Committee of the Whole and City Council at its meeting held 1993 January 29, in part states:

- (g) (i) That any capital project with a budgeted amount to be received either as a subsidy, donation, cost sharing or an allocation of funding from an outside source, not be proceeded with until the receipt of a definite commitment to that external funding to the satisfaction of City Council.
- (ii) That the City Treasurer be authorized to apply any unbudgeted grant funding received from Senior Levels of Government towards the financing of applicable projects and reduce the authorized financing of reserves or debentures accordingly for projects previously approved by City Council.
- (h) (i) That the Client Departments obtain estimates of cost for all building-related capital projects from the Architectural Division of the Property Department and that the Property Department provide estimates for property-related operating costs; such as caretaking, utilities, etc.
- (ii) That the Property Department take the ownership of all building related projects on approval of the projects by City Council. The Client Department should not spend funds authorized for these projects without consultation with the Architectural Division.

Any surplus or deficit of the project cost would be monitored by the Property Department in conjunction with the Client Department and Treasury.

- (i) That the Department Head responsible for a capital project be directed to report any changes to the scope, description of the works being authorized and the overall gross expenditure estimates and capital financing for the project; and that the Management Team be directed to review the project in the event that any of the parameters change before the project is considered by the Standing Committee and City Council.
- (j) That the Management Team be authorized to take appropriate measures to recommend to Committee and Council rearranging Projects requiring front end financing if supplementary funding becomes available from Senior Levels of Government and/or outside organizations.
- (k) That the Management Team be authorized to review and recommend to City Council the specific funding levels for the Art in Public Places Policy within the funding available from Capital Budget General Contingency.

1993 CAPITAL BUDGET PROCESS

AUGUST 11, 1992

Departments And Local Boards Are
Notified To Prepare Capital
Budget Material

SEPTEMBER 18 , 1992

Deadline For Returning Copies Of
Forms To Treasury For Preparation
Of Preliminary Capital Budget

OCTOBER 29, 1992

Committee Of The Whole Update
Outlining The 1993–2002 Provisional
Capital Budget Guidelines And Criteria
For Determining Higher Priority Projects;
Low, Medium And High Financing
Scenarios Are Presented; Timetable
Is Also Presented

JULY 6, 1992 – JAN. 12, 1993

Capital Budget Sub–Committee And
Management Team Develop Policies,
Procedures, Criteria Of Financing
Options And Review Individual
Capital Projects With Departments/
Boards At Special Meetings

NOV. – DEC., 1992

Departments/Local Boards Have
Proposed Capital Projects Considered
By Standing Committees For
Forwarding To Committee Of The
Whole

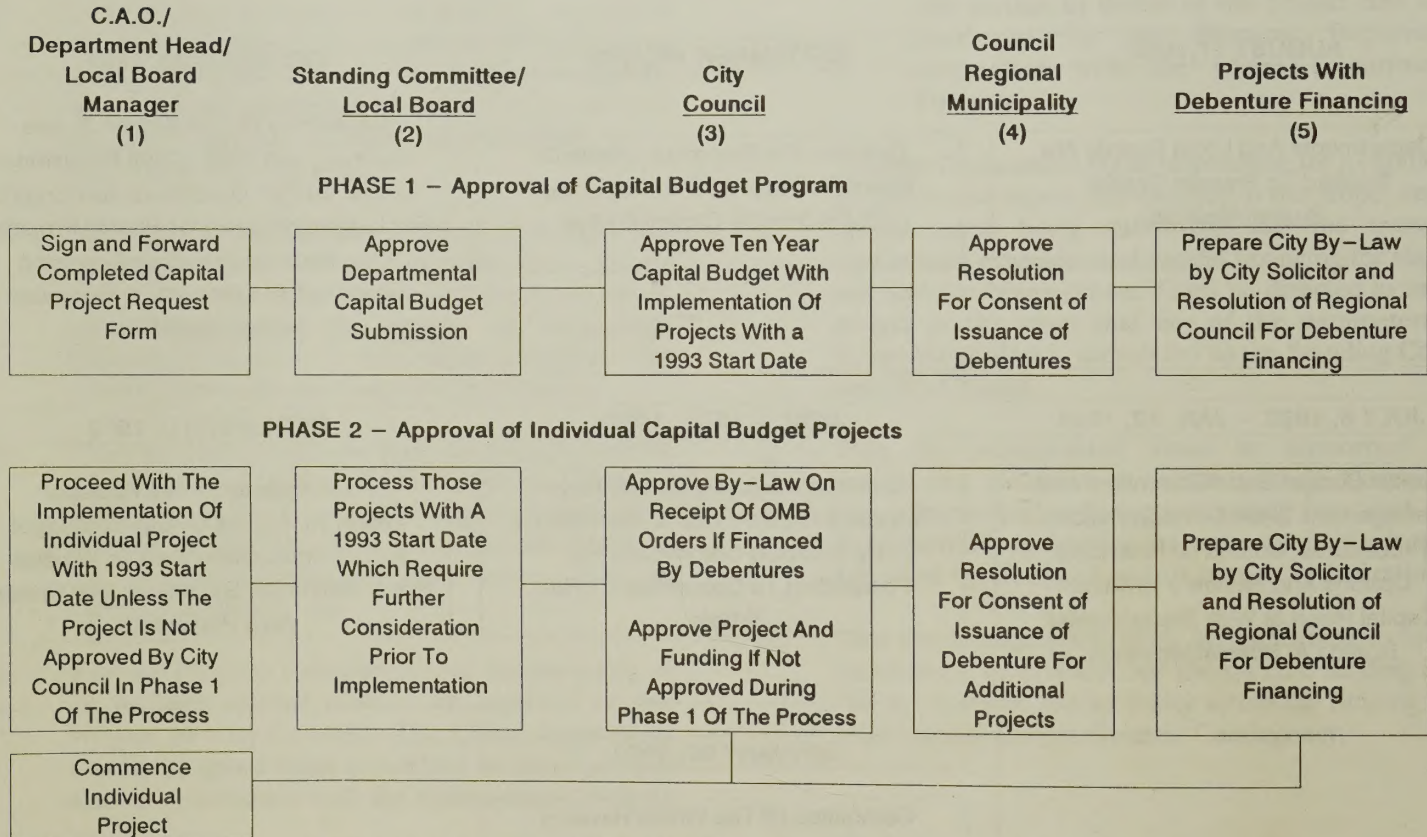
DECEMBER 2, 1992

Public Meeting Held To Better
Inform Taxpayers Of Capital Budget
And Its Implications And To Receive
Input; Timetable, Guidelines And Criteria
Also Presented

JANUARY 29, 1993

Committee Of The Whole Reviews
And Approves The 1993–2002
Capital Budget Program With A
Modified Low Financing Scenario;
City Council Approves 1993–2002
Capital Budget Program

APPROVAL PROCESS FOR CAPITAL BUDGET AND CAPITAL PROJECTS



NOTE 1: As of January 1, 1993, a municipality may borrow and undertake financial obligations that extend beyond the present term of Council without Ontario Municipal Board approval, as long as it does not exceed its prescribed annual repayment limit of 20% of revenue fund expenditures.

NOTE 2: The Finance & Administration Committee with the assistance of the C.A.O./Treasurer is responsible for monitoring the progress of all ongoing capital projects.

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

QJ	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE	ANNUAL	ANNUAL
			START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
			(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	CHARGES	COST
1.0	IS	COMPUTER COMMUNICATIONS NETWORK REPLACEMENT	1994	1994	139			139									RCP		
2.1	IS	COMPUTER SOFTWARE	1994	1994	150			150									RCP		30
2.2	IS	COMPUTER SOFTWARE	1995	1995	150				150								RCP		30
Sub-total Information Systems			<i>(Net Cost 439)</i>		439	0	0	289	150	0	0	0	0	0	0	0		0	60
3.0	HD	MUNICIPAL NON-PROFIT HOUSING CORP - LAND BANKING	1993	1993	1,000	1,000													
4.0	HD	MUNICIPAL NON-PROFIT HOUSING CORP - LAND BANKING	1994	2002	9,000	9,000													
5.0	HD	UPGRADE OF ADA PRITCHARD AND MACASSA PARK APARTMENTS	1997	2002	1,339						1,060	279					DEB	213	76
Sub-total Hamilton Housing			<i>(Net Cost 1,339)</i>		11,339	10,000	0	0	0	0	1,060	279	0	0	0	0		213	76
5.1	HRC	HUMAN RESOURCE INFORMATION SYSTEM - STUDY	1994	1994	200	100		100									RCP		
5.2	HRC	HUMAN RESOURCE INFORMATION SYSTEM-IMPLEMENTATION	1996	1996	400	200				200							RCP		
5.3	HRC	HUMAN RESOURCE INFORMATION SYSTEM-IMPLEMENTATION	1997	1997	400	200					200						RCP		
Sub-total Human Resource Centre			<i>(Net Cost 500)</i>		1,000	500	0	100	0	200	200	0	0	0	0	0		0	0
7.0	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1993	1993	350		350										DEB	56	
8.0	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1993	1993	70		70										RCP		
9.0	PROP	RYERSON REC CENTRE REPLACEMENT OF POOL FILTRATION SYSTEM	1993	1993	275		275										RCP		
10.0	PROP	CITY HALL - FAN PLENUM RETROFIT	1993	1993	60		60										RCP		
11.0	PROP	SCOTT PARK - RINK BOARDS	1994	1994	90			90									RCP		
12.1	PROP	BARRIER FREE DESIGN ACCESS - RECREATION BUILDINGS	1993	1993	294		294										RCP		
12.2	PROP	BARRIER FREE DESIGN ACCESS - RECREATION BUILDINGS	1994	1994	444			444									CL		
12.3	PROP	BARRIER FREE DESIGN ACCESS - RECREATION BUILDINGS	1995	1995	318				318								CL		
12.4	PROP	BARRIER FREE DESIGN ACCESS - RECREATION BUILDINGS	1996	1996	250					250							CL		
13.0	PROP	125 BARTON WEST-REPLACE GAS FIRED RADIANT HEATING SYSTEM	1993	1993	125		125										RCP		
14.0	PROP	125 BARTON WEST - ROOF REPLACEMENT	1993	1993	300		300										RCP		
15.0	PROP	BARRIER FREE DESIGN ACCESS STUDY - CITY OWNED BUILDINGS	1993	1993	100		100										RCP		
16.0	PROP	" " " CONSTRUCTION-CITY OWNED BUILDINGS	1994	1994	150			150									CL		
17.1	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1994	1994	400			400									CL		
17.2	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1995	1995	400				400								CL		
17.3	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1996	1996	500					500							CL		
17.4	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1997	1997	500						500						CL		
17.5	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1998	1998	600							600					CL		

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE	ANNUAL	ANNUAL
			START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	CHARGES	COST
17.6	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1999	1999	600								600				CL		
17.7	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2000	2000	700									700			CL		
17.8	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2001	2001	700										700		CL		
17.9	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	2002	2002	800											800	CL		
18.1	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1994	1994	70			70									RCP		
18.2	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1995	1995	70				70								RCP		
18.3	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1996	1996	80					80							RCP		
18.4	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1997	1997	80						80						RCP		
18.5	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1998	1998	90							90					RCP		
18.6	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	1999	1999	90								90				RCP		
18.7	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	2000	2000	100									100			RCP		
18.8	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	2001	2001	100										100		RCP		
18.9	PROP	CUP-VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP'T	2002	2002	110											110	RCP		
19.0	PROP	FARMERS' MARKET - REPLACEMENT OF ROOF	1994	1994	134			134									RCP		
20.0	PROP	INCH PARK POOL - POOL FILTRATION RENOVATIONS	1994	1994	439			439									DEB	70	
21.0	PROP	ROSEDALE ARENA - REPLACEMENT OF ROOF	1994	1994	180			180									RCP		
22.0	PROP	SCOTT PARK ARENA - REPLACEMENT OF ROOF	1994	1994	150			150									RCP		
23.0	PROP	WESTMOUNT & MOUNTAIN ARENA - BOILER REPLACEMENT	1994	1994	154			154									RCP		
24.0	PROP	COPPS COLISEUM - STEAM TO HOT WATER CONVERSION	1994	1994	195			195									RCP		
25.0	PROP	NORMAN PINKY LEWIS - ROOF REPLACEMENT	1994	1994	125			125									RCP		
26.0	PROP	MAIN & NORFOLK FIRE - MECHANICAL/ELECTRICAL RETROFIT	1994	1994	100			100									RCP		
27.0	PROP	MOUNTAIN COMPOSITE - ROOF REPLACEMENT	1994	1994	65			65									RCP		
28.0	PROP	PROPERTY PURCHASE - GENERAL	1993	1993	300		300										RPP		
28.5	PROP	BELFOUR ESTATE RENOVATIONS	1993	1993	40		40										BETF		
29.0	PROP	CITY HALL - ROOF REPLACEMENT	1995	1995	330				330								CL		
30.0	PROP	MOUNTAIN ARENA - REPLACEMENT OF ROOF	1995	1995	250				250								RCP		
31.0	PROP	PARKDALE POOL - POOL FILTRATION RENOVATION	1995	1995	448				448								DEB	71	
32.0	PROP	CUP - BUILDING AUTOMATION SYSTEM UPGRADE	1995	1995	154				154								RCP		
33.1	PROP	SPLIT/BALANCE CITY HALL POWER SUPPLY	1995	1995	100				100								RCP		1
33.2	PROP	UNINTERRUPTABLE POWER SUPPLY FOR COMPUTER SYSTEMS	1996	1996	200				200								CL		1
35.0	PROP	CORONATION POOL - POOL FILTRATION RENOVATION	1997	1997	470						470						CL		
36.1	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA-123	1996	1996	164				164								CL		
36.2	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA-123	1997	1997	177						177						CL		

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

J	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS		NET FINANCING									NATURE OF FUNDING	ANNUAL DEBT CHARGES	ANNUAL OPERATING COST
			START	FINISH		SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002			
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	
3	PROP	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC11 TO SUVA-123	1998	1998	177						177					CL			
0	PROP	COPPS COUSEUM - MAJOR OVERHAUL - AIR CONDITIONING EQUIP'T	1996	1996	236				236							RCP			
0	PROP	CITY HALL - REPLACE EXISTING CHILLERS & ASSOCIATED EQUIP'T	1996	1996	353				353							RCP			
0	PROP	DUNDURN CASTLE - HEATING	1996	1996	130				130							RCP			
0	PROP	HILL PARK - POOL MECHANICAL/ELECTRICAL REFURBISHING	1997	1997	300					300						CL			
0	PROP	CITY HALL - BOILER REPLACEMENT	1997	1997	150					150						RCP			
0	PROP	FARMERS' MARKET - VESTIBULE INSTALLATION YORK ST. ENTRANCE	1997	1997	150					150						RCP			
0	PROP	HAMILTON PLACE - PUMP REPLACEMENT	1997	1997	50					50						CL			
0	PROP	LAURIER - MECHANICAL/ELECTRICAL REFURBISHING	2000	2000	310								310			CL			
1	PROP	ENERGY CONSERVATION PROJECT	1994	1994	100			100								CL			
2	PROP	ENERGY CONSERVATION PROJECT	1995	1995	200				200							RCP			
3	PROP	ENERGY CONSERVATION PROJECT	1996	1996	100					100						RCP			
0	PROP	SUMMERS LANE - SPRINKLER REPLACEMENT	1997	1997	70					70						RCP			
0	PROP	MACNAB STREET TRUCK TUNNEL - RAMP HEATING	1997	1997	70					70						RCP			
1	PROP	PROPERTY PURCHASE - GENERAL	1994	1994	600			600								DEB	96		
2	PROP	PROPERTY PURCHASE - GENERAL	1995	1995	255				255							CL			
2	PROP	PROPERTY PURCHASE - GENERAL	1995	1995	745				745							DEB	119		
3	PROP	PROPERTY PURCHASE - GENERAL	1997	1997	1,200					1,200						CL			
4	PROP	PROPERTY PURCHASE - GENERAL	2002	2002	1,500										1,500	CL			
5	PROP	PROPERTY PURCHASE - GENERAL	1998	1998	1,500						1,500					CL			
6	PROP	PROPERTY PURCHASE - GENERAL	1999	1999	1,500							1,500				CL			
7	PROP	PROPERTY PURCHASE - GENERAL	2001	2001	1,500									1,500		CL			
8	PROP	PROPERTY PURCHASE - GENERAL	2001	2001	1,500									1,500		CL			
9	PROP	PROPERTY PURCHASE - GENERAL	2002	2002	1,500										1,500	CL			
Sub-total Property Department (Net Cost 27,187)					27,187	0	1,914	3,396	3,270	2,013	3,217	2,367	2,190	1,110	3,800	3,910		412	2
0	HSPCA	CAPITAL CONSTRUCTION GRANT - HSPCA HEADQUARTERS	1997	1997	5,000	2,500					2,500					DEB/Res	398		
0	FIRE	PUBLIC SAFETY TRUNKING RADIO - INCREASED COST	1994	1995	420			20	400							DEB	67		
0	FIRE	FIRE STATION - RAY STREET - CONSTRUCTION	1995	1996	3,600				200	3,400						DEB	573		
1	FIRE	FIRE STATION - WOODWARD & MELVIN - DESIGN ETC.	1996	1996	300					300						CL			
2	FIRE	FIRE STATION - WOODWARD & MELVIN - CONSTRUCTION	1997	1997	3,600						3,600					DEB	573		
0	FIRE	SECOND APPARATUS DOOR AT TWO FIRE STATIONS	1997	1997	108					108						RCP		1	
0	FIRE	INDOOR TRAINING FACILITIES	2001	2001	5,225									5,225		DEB	832		
Sub-total Fire Department (Net Cost 13,253)					13,253	0	0	20	600	3,700	3,708	0	0	0	5,225	0		2,045	1

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ		PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS		NET FINANCING									NATURE OF FUNDING	ANNUAL DEBT CHARGES	ANNUAL OPERATING COST		
NO.	DEPT		START	FINISH		SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002					
(1)	(2)		(3)	(4)		(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
55.0	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1993	1993	1,200		1,200											RSTUL/RCP			
56.1	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1994	1994	1,236			1,236										DEB	197		
56.2	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1995	1995	1,273				1,273									CL			
56.3	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1996	1996	1,311					1,311								CL			
56.4	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1997	1997	1,351						1,351							CL			
56.5	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1998	1998	1,391							1,391						CL			
56.6	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	1999	1999	1,433								1,433					CL			
56.7	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2000	2000	1,476									1,476				CL			
56.8	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2001	2001	1,520											1,520		CL			
56.9	ENG	CITY'S SHARE OF SERVICES THROUGH UNSUBDIVIDED LANDS	2002	2002	1,566												1,566	CL			
57.0	ENG	STORM MANAGEMENT PROJECT	1995	1995	145				145									RCP			
58.0	ENG	REPLACEMENT OF VALLEY INN ROAD BRIDGE	1998	1998	830	606						224						CL			
59.0	ENG	RAILWAY CROSSING - HI RAIL INSTALLATION	1999	2002	581								278	98	101	104		DEB	93		
Sub-total Regional Transportation Department					(Net Cost 14,707)		15,313	606	1,200	1,236	1,418	1,311	1,351	1,615	1,711	1,574	1,621	1,670		290	0
60.0	TRAFF	NEW TRAFFIC SIGNAL	1993	1993	72	25	47											RCP		1	
61.1	TRAFF	NEW TRAFFIC SIGNAL	1994	1994	74	26		48										RCP		1	
61.2	TRAFF	NEW TRAFFIC SIGNAL	1995	1995	75	26			49									RCP		1	
61.3	TRAFF	NEW TRAFFIC SIGNAL	1996	1996	78	27				51								RCP		1	
61.4	TRAFF	NEW TRAFFIC SIGNAL	1997	1997	80	28					52							RCP		1	
61.5	TRAFF	NEW TRAFFIC SIGNAL	1998	1998	81	28						53						RCP		1	
61.6	TRAFF	NEW TRAFFIC SIGNAL	1999	1999	85	30							55					RCP		1	
61.7	TRAFF	NEW TRAFFIC SIGNAL	2000	2000	88	31								57				RCP		1	
61.8	TRAFF	NEW TRAFFIC SIGNAL	2001	2001	91	32										59		RCP		1	
61.9	TRAFF	NEW TRAFFIC SIGNAL	2002	2002	92	32											60	RCP		1	
Sub-total Traffic Department					(Net Cost 531)		816	285	47	48	49	51	52	53	55	57	59	60		0	10
62.0	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1993	1993	7,000	2,247	4,753											DEB	757		
63.1	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1994	1994	7,015	2,246		4,769										DEB	760		
63.2	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1995	1995	9,980	3,195			6,785									DEB	1,081		
63.3	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1996	1996	8,148	2,607				5,541								DEB	882		
63.3	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1996	1996	1,852	593				1,259								CL			

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PJ	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE	ANNUAL	ANNUAL
			START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	CHARGES	COST
3.4	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1997	1997	419	134					285						CL		
3.4	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1997	1997	8,181	2,618					5,563						DEB	886	
4.1	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1998	1998	115	37						78					CL		
4.1	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1998	1998	8,560	2,739						5,821					DEB	927	
4.2	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1999	1999	2,312	740							1,572				CL		
4.2	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	1999	1999	6,438	2,060							4,378				DEB	697	
4.3	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2000	2000	3,400	1,090								2,310			CL		
4.3	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2000	2000	5,425	1,734								3,691			DEB	588	
4.4	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2001	2001	678	217									461		CL		
4.4	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2001	2001	8,222	2,631									5,591		DEB	890	
4.5	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2002	2002	8,688	2,781										5,907	DEB	941	
4.5	PWD-L	ROADWAYS/SIDEWALKS RECONSTRUCTION PROGRAM-LOCAL ROADS	2002	2002	482	154										328	CL		
5.0	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1993	1993	600	192	408										RCP		
5.1	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1994	1994	640	205		435									CL		
5.2	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1995	1995	661	212			449								CL		
5.3	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1996	1996	679	217				462							CL		
5.4	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1997	1997	699	223					476						CL		
7.1	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1998	1998	765	245						520					CL		
7.2	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	1999	1999	803	257							546				CL		
7.3	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2000	2000	843	270								573			CL		
7.4	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2001	2001	886	284									602		CL		
7.5	PWD-L	CITY'S SHARE OF LOCALS - RESIDENTIAL	2002	2002	913	293										620	CL		
Sub-total Public Works Department (Local Roads Division)			(Net Cost 64,183)		94,404	30,221	5,161	5,204	7,234	7,262	6,324	6,419	6,496	6,574	6,654	6,855		8,409	0
8.0	PWD-S	RENOVATION TO FERGUSON YARD STAFF FACILITIES BUILDING	1993	1993	107		107										RCP		
8.0	PWD-S	FERGUSON YARD - CONSTRUCTION - PHASE 1	1994	1994	150			150									CL		
8.0	PWD-S	FERGUSON YARD - CONSTRUCTION - PHASE 2	1995	1995	170				170								RCP		
8.0	PWD-S	MOTOR VEHICLE REQUIREMENTS - SIGNALS AND HOISTS	1993	1993	54		54										RCP		
8.1	PWD-S	MOTOR VEHICLE REQUIREMENTS - SIGNALS AND HOISTS	1996	1996	60					60							RCP		
8.2	PWD-S	MOTOR VEHICLE REQUIREMENTS - SIGNALS AND HOISTS	1999	1999	64								64				RCP		
8.3	PWD-S	MOTOR VEHICLE REQUIREMENTS - SIGNALS AND HOISTS	2002	2002	70											70	RCP		
8.0	PWD-S	EQUIPMENT - NEW SUBDIVISION EXPANSION	1994	1994	50			50									RDC		23
8.0	PWD-S	FENCING AT RAVINE LANDS & CLEANUP - CONSTRUCTION	1993	1993	125		125										RCP		

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ		PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS SUBSIDY	NET FINANCING										NATURE	ANNUAL	ANNUAL
NO.	DEPT		START	FINSH			1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF FUNDING	DEBT CHARGES	OPERATING COST
(1)	(2)		(3)	(4)			(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
79.0	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1993	1993	50		50										RCP		
80.1	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1994	1994	50			50									RCP		
80.2	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1995	1995	50				50								RCP		
80.3	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1996	1996	50					50							RCP		
80.4	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1997	1997	50						50						RCP		
80.5	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1998	1998	50							50					RCP		
80.6	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	1999	1999	50								50				RCP		
80.7	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	2000	2000	50									50			RCP		
80.8	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	2001	2001	50										50		RCP		
80.9	PWD-S	UPGRADING MAINTENANCE DEPOTS - CONSTRUCTION	2002	2002	50											50	RCP		
81.0	PWD-S	SANDER WING PLOW UNIT	1994	1994	120			120									RDC		10
82.0	PWD-S	SANDER WING PLOW UNIT	1998	1998	130							130					RDC		10
83.0	PWD-S	SANDER WING PLOW UNIT	2000	2000	135									135			RDC		10
84.0	PWD-S	SANDER WING PLOW UNIT	2002	2002	140											140	RDC		10
85.0	PWD-S	SNOW BLOWERS MOUNTED	1994	1994	125			125									RDC		
86.0	PWD-S	SNOW BLOWERS MOUNTED	1994	1994	135			135									RDC		
87.0	PWD-S	SNOW BLOWERS MOUNTED	1995	1995	140				140								RDC		
88.0	PWD-S	SNOW BLOWERS MOUNTED	1996	1996	145					145							RDC		
89.0	PWD-S	BRAMPTON STREET YARD CONSTRUCTION	1998	1998	1,050							1,050					DEB	167	
90.0	PWD-S	SUBDIVISION STREET SWEEPER	1995	1995	180				180								RDC		
91.0	PWD-S	SUBDIVISION STREET SWEEPER	1998	1998	200							200					RDC		
92.0	PWD-S	SUBDIVISION STREET SWEEPER	2001	2001	220										220		RDC		
93.0	PWD-S	REFUSE PACKER - 25 YARD, HIGH DENSITY	1995	1995	140				140								RDC		
94.0	PWD-S	REFUSE PACKER - 25 YARD, HIGH DENSITY	1998	1998	200							200					RDC		
95.0	PWD-S	REFUSE PACKER - 25 YARD, HIGH DENSITY	2002	2002	220											220	RDC		
96.0	PWD-S	QUEEN STREET STEPS - CONSTRUCTION	1998	1998	700							700					CL		
Sub-total Public Works Department (Streets Division)			(Net Cost	5,330)	5,330	0	336	630	680	255	50	2,330	114	185	270	480		167	63
106.1	C&R	RIVERDALE RECREATION CENTRE - DESIGN ETC.	1994	1994	500			500									DEB	80	
106.2	C&R	RIVERDALE RECREATION CENTRE - CONSTRUCTION	1995	1995	6,100				6,100								DEB	972	500
107.1	C&R	HUNTINGTON PARK - WADING POOL CONVERSIONS	1993	1993	100		100										RCP		
107.2	C&R	WADING POOL CONVERSIONS	1995	1995	110				110								RCP		
108.1	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1993	1993	150		150										RPL		

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

			PROJECT		GROSS	RECEIPTS		NET FINANCING										NATURE	ANNUAL	ANNUAL
NO.	DEPT	PROJECT DESCRIPTION	START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	CHARGES	COST	
08.2	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1994	1994	150			150									RPL			
08.3	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1995	1995	150				150								RPL			
08.4	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1996	1996	150					150							RPL			
08.5	C&R	HAMILTON PLAYSTRUCTURE REDEVELOPMENT	1997	1997	150						150						RPL			
09.0	C&R	HAMILTON AQUATIC CENTRE – STUDY	1993	1993	50		50										RCP			
11.0	C&R	DUNDURN CASTLE RESTORATION STUDY	1993	1993	20	10	10										RCP			
12.0	C&R	HAMILTON AQUATIC CENTRE – CONSTRUCTION	1998	1998	14,900	11,175						3,725					DEB	593	550	
13.0	C&R	DUNDURN CASTLE RESTORATION	1996	1996	1,600					1,600							DEB	255	60	
14.0	C&R	RYERSON THERAPEUTIC POOL	1995	1995	525				525								DEB	84	25	
16.0	C&R	STEAM MUSEUM 1913 BUILDING RESTORATION	1997	1997	820						820						DEB	131	0	
17.0	C&R	BOCCE COURT DEVELOPMENT	1994	1994	80			80									RCP		9	
18.0	C&R	INTEGRATED PLAYSTRUCTURE FOR GAGE PARK	1997	1997	75						75						RCP		2	
19.0	C&R	ARENA RETROFIT PROGRAM – FEASIBILITY STUDY	1993	1993	25		25										RCP			
20.0	C&R	DALEWOOD RECREATION CENTRE – RETROFIT	1997	1997	450						450						CL			
22.0	C&R	TENNIS COURT REDEVELOPMENT	1998	1998	300							300					CL			
23.0	C&R	OUTDOOR POOL RETROFIT PROGRAM	1998	1998	300							300					CL			
24.0	C&R	WESTMOUNT RECREATION CENTRE RETROFIT	1998	1998	875							875					DEB	139	70	
31.0	C&R	MUSEUM STORAGE FACILITY & LAB	2001	2001	4,200	1,400									2,800		DEB	446	400	
Sub – total Culture & Recreation Department		(Net Cost 19,195)			31,780	12,585	335	730	6,885	1,750	1,495	5,200	0	0	2,800	0		2,700	1,616	
10.0	PWD – P	HAMILTON PLAYSTRUCTURE NEW DEVELOPMENT	1997	1997	210						210						RPL		10	
32.0	PWD – P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1993	1993	900		900										RPL		21	
33.1	PWD – P	PARK LAND ACQUISITION	1993	1993	200		200										RPL		13	
33.2	PWD – P	PARK LAND ACQUISITION	1993	1993	300		300										RPP			
34.0	PWD – P	IVOR WYNNE STADIUM – RENOVATIONS AND REPAIRS	1994	1994	90			90									RCP			
35.0	PWD – P	HAMILTON BEACH BREEZEWAY MASTER PLAN – STUDY	1993	1993	50	50														
36.0	PWD – P	WEST HARBOURFRONT DEVELOPMENT STUDY	1993	1993	300		300										RCP			
37.0	PWD – P	HUNTINGTON PARK DEVELOPMENT PROGRAM	1993	1993	115		115										RPL		4	
38.0	PWD – P	CITY HALL GROUNDS MASTER PLAN	1993	1993	30		30										RCP			
39.1	PWD – P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1994	1994	600			600									RPL		38	
39.2	PWD – P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1995	1995	700				700								RPL		38	
39.3	PWD – P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1996	1996	800					800							RPL		38	
39.4	PWD – P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1997	1997	900						900						RPL		38	

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ		PROJECT DESCRIPTION	PROJECT		GROSS COST	RECEIPTS SUBSIDY	NET FINANCING										NATURE OF	ANNUAL DEBT	ANNUAL OPERATING	
NO.	DEPT		START	FINISH			1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	FUNDING	CHARGES	COST	
(1)	(2)		(3)	(4)			(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
139.5	PWD-P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1998	1998	900							900					RPL		38	
139.6	PWD-P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	1999	1999	900								900				RPL		38	
139.7	PWD-P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	2000	2000	900									900			RPL		38	
139.8	PWD-P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	2001	2001	900										900		RPL		38	
139.9	PWD-P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAM	2002	2002	900											900	RPL		38	
140.1	PWD-P	PARKLAND ACQUISITION	1994	1994	700			700									RPL		13	
140.2	PWD-P	PARKLAND ACQUISITION	1995	1995	800				800								RPL		13	
140.3	PWD-P	PARKLAND ACQUISITION	1996	1996	900					900							RPL		13	
141.1	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1994	1994	250			250									RIWS			
141.2	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1995	1995	150				150								RCP			
141.3	PWD-P	IVOR WYNNE STADIUM - RENOVATIONS AND REPAIRS	1996	1996	90					90							RCP			
142.0	PWD-P	GORE PARK WALKWAY RESTORATION	1995	1995	315				315								RCP			
143.0	PWD-P	HAMILTON BEACH BREEZEWAY MASTER PLAN-IMPLEMENTATION	1995	1997	4,500	4,500													60	
144.0	PWD-P	PARKING LOT AND PATHWAY REPAIRS-VARIOUS LOCATIONS	1998	2000	1,160							765	250	145			DEB	185		
145.1	PWD-P	IRRIGATION SYSTEMS - VARIOUS LOCATIONS	1999	1999	160								160				RCP			
145.2	PWD-P	IRRIGATION SYSTEMS - VARIOUS LOCATIONS	2000	2000	118									118			RCP			
145.3	PWD-P	IRRIGATION SYSTEMS - VARIOUS LOCATIONS	2001	2001	132										132		RCP			
145.4	PWD-P	IRRIGATION SYSTEMS - VARIOUS LOCATIONS	2002	2002	59											59	RCP			
146.0	PWD-P	LIGHTING-FACILITY ENHANCEMENT-VARIOUS LOCATIONS	2001	2001	788											788	DEB	126	15	
147.0	PWD-P	BRIAN TIMMIS - REPAIR	1998	1998	90							90					RCP			
148.0	PWD-P	CHEDOKE GOLF/SKI IMPROVEMENTS	1999	2000	569								569				CL			
149.0	PWD-P	FORESTRY RENOVATIONS - UPPER OTTAWA YARD	1998	1998	90							90					RCP			
150.0	PWD-P	CHEDOKE MOUNTAIN STEPS	1994	1994	378			378									CL			
151.0	PWD-P	FORESTRY RENOVATIONS - UPPER OTTAWA YARD	2000	2000	483									483			CL			
152.0	PWD-P	CRYSTAL PALACE - STUDY AND CONSTRUCTION	2001	2001	6,275	5,275										1,000	DEB	159	50	
Sub-total Public Works Department (Parks Division)					(Net Cost 17,877)		27,702	9,825	1,845	2,018	1,965	1,790	1,110	1,845	1,879	1,646	2,820	959	470	554
153.0	HECFI	FACILITY MANAGEMENT SYSTEM	1993	1993	270		270										RCP-H		(98)	
154.1	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	1993	1993	125		125										RCP-H			
154.2	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1994	1994	185			185									RCP-H			
154.3	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	1995	1995	40				40								RCP-H			
154.4	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES & EQUIPMENT	1996	1996	180					180							RCP-H			
155.1	HECFI	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	1997	1997	275						275						RCP-H			

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

NO.	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE	ANNUAL	ANNUAL
			START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
55.2	HECF	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	1998	1998	275							275					RCP-H		
55.3	HECF	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	1999	1999	240								240				RCP-H		
55.4	HECF	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	2000	2000	255									255			RCP-H		
55.5	HECF	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	2001	2001	200										200		RCP-H		
55.6	HECF	REPLACEMENT & RENOVATION FOR FACILITIES AND EQUIPMENT	2002	2002	220											220	RCP-H		
56.0	HECF	CONVENTION CENTRE-REFURBISH & RENOVATE																	
		WENTWORTH EXHIBITION HALL	1994	1995	250			250									CL		(100)
57.0	HECF	HAMILTON PLACE - REPLACEMENT OF CASUAL FURNITURE	1994	1994	120			120									CL		
58.0	HECF	HAMILTON PLACE - GREAT HALL REPLACEMENT OF SEATING	1995	1995	540				540								CL		
59.0	HECF	HAMILTON CONVENTION CENTRE - ROOF REPLACEMENT	1996	1996	350					350							CL		
60.0	HECF	HAMILTON PLACE STUDIO THEATRE-EQUIPMENT & RENOVATIONS	1994	1994	138			138									CL		2
Sub-total H.E.C.F.I. - (Net Cost 3,663)					3,663	0	395	693	580	530	275	275	240	255	200	220		0	(196)
61.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE V	1993	1993	67		67										RCP-L		12
62.0	HPL	CENTRAL LIBRARY RENOVATIONS - PHASE II	1996	1996	311					311							CL		(59)
63.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VI	1994	1994	161			161									RCP-L		19
64.0	HPL	NEW INTEGRATED LIBRARY SYSTEM	1993	1994	488		488										RCP		160
65.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VII	1995	1995	111			111									RCP-L		15
66.0	HPL	AUTOMATED COLLECTION DEVELOPMENT - PHASE VIII	1996	1996	114					114							RCP-L		15
Sub-total Hamilton Public Library (Net Cost 1,252)					1,252	0	555	161	111	425	0	0	0	0	0	0		0	162
68.0	PLAN	PROPERTY ACQUISITION PROGRAM - ALPHA EAST ENCLAVE	2001	2001	1,300	155									1,145		DEB	182	
70.0	PWD-C	CROWN POINT EAST/MCANULTY P.R.I.D.E. PROGRAM - PHASE I	1994	1994	800	400		400									DEB	64	26
71.0	PWD-C	CROWN POINT EAST/MCANULTY P.R.I.D.E. PROGRAM - PHASE II	1994	1996	800	400		100	200	100							DEB	64	26
72.0	PWD-C	FERGUSON AVENUE REVITALIZATION - IMPLEMENTATION	1997	1997	1,800						1,800						DEB	287	
73.0	PWD-C	STIPLEY SOUTH NEIGHBOURHOOD P.R.I.D.E. PROGRAM	1997	1997	800	400					400						CL		28
74.0	PWD-C	PARKVIEW P.R.I.D.E. PROGRAM (EAST & WEST)	1998	1998	800	400						400					CL		31
75.0	PWD-C	BLAKELEY/ST. CLAIR P.R.I.D.E. PROGRAM	2000	2000	800	400								400			CL		35
77.0	PWD-C	HUGHSON STREDEVELOPMENT - DOWNTOWN ACTION PLAN	2001	2001	700										700		DEB	111	
Sub-total Public Works Department (Community Renewal) (Net Cost 4,500)					6,500	2,000	0	500	200	100	2,200	400	0	400	700	0		526	146

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ NO.	DEPT	PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE OF	ANNUAL DEBT	ANNUAL OPERATING
			START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	FUNDING	CHARGES	COST
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
179.1		GENERAL CAPITAL CONTINGENCY	1993	1993	500		500										RCP		
179.2		GENERAL CAPITAL CONTINGENCY	1994	1994	500			500									CL/RCP		
179.3		GENERAL CAPITAL CONTINGENCY	1995	1995	500				500								CL		
179.4		GENERAL CAPITAL CONTINGENCY	1996	1996	500					500							RCP		
179.5		GENERAL CAPITAL CONTINGENCY	1997	1997	500						500						CL		
179.6		GENERAL CAPITAL CONTINGENCY	1998	1998	500							500					RCP		
179.7		GENERAL CAPITAL CONTINGENCY	1999	1999	500								500				RCP		
179.8		GENERAL CAPITAL CONTINGENCY	2000	2000	500									500			RCP		
179.9		GENERAL CAPITAL CONTINGENCY	2001	2001	500										500		RCP		
179.9		GENERAL CAPITAL CONTINGENCY	2002	2002	500											500	RCP		
Sub-total General Contingency		(Net Cost 5,000)			5,000	0	500	500	500	500	500	500	500	500	500	500		0	0
Sub-total MUNICIPAL GENERAL		(NET CITY COST - 182,601)			251,278	68,677	12,288	15,525	23,642	19,887	24,042	21,283	13,185	12,301	25,794	14,654		15,812	2,494
97.1	PA	PARKING DECK - GO TERMINUS - STUDY	1993	1993	50		50										ROSP		
98.1	PA	LAND ACQUISITION - GENERAL	1993	1993	7,000		7,000										CITY LOAN	1,115	
99.1	PA	UPGRADING OF EXISTING FACILITIES	1993	1993	300		300										ROSP		
100.1	PA	DEMOLITION AND SITE PREPARATION	1993	1993	100		100										ROSP		
101.1	PA	STUDY & DESIGN - EXISTING & FUTURE PARKING PROJECTS	1993	1993	50		50										ROSP		
97.2	PA	PARKING DECK - GO TERMINUS - CONSTRUCTION	1994	1994	2,750	1,750		1,000									CITY LOAN	151	(50)
98.2	PA	LAND ACQUISITION - GENERAL	1994	1997	500			100	100	100	200						CITY LOAN	80	
99.2	PA	UPGRADING OF EXISTING FACILITIES	1994	1997	400			100	100	100	100						ROSP		
100.2	PA	DEMOLITION AND SITE PREPARATION	1994	1997	400			100	100	100	100						ROSP		
101.2	PA	STUDY & DESIGN - EXISTING & FUTURE PARKING PROJECTS	1994	1997	200			50	50	50	50						ROSP		
102.0	PA	MAIN / FERGUSON DECKING - JOINT VENTURE	1994	1994	3,780	3,680		100									ROSP		
103.0	PA	PARKING STRUCTURE SOUTHEAST QUADRANT	1996	1996	8,800	8,800													
104.0	PA	UNDERGROUND PARKING DECK - BOARD OF EDUCATION	1998	1998	10,000							10,000					CITY LOAN	1,593	
105.0	PA	CITY HALL CAR PARK DECK	2000	2000	10,000								10,000				CITY LOAN	1,593	
Sub-total Parking Authority		(Net Cost 30,100)			44,330	14,230	7,500	1,450	350	350	450	10,000	0	10,000	0	0		4,532	(50)
TOTAL 1993 - 2002 CAPITAL PROGRAM		(Net Cost 212,701)			295,608	82,907	19,788	16,975	23,992	20,237	24,492	31,283	13,185	22,301	25,794	14,654		20,344	2,444

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

				PROJECT		GROSS	RECEIPTS		NET FINANCING								NATURE OF		ANNUAL	ANNUAL
NO.	DEPT	PROJECT DESCRIPTION		START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	FUNDING	DEBT	OPERATING
(1)	(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
DEPARTMENT ABBREVIATION:																				
NR	CULTURE AND RECREATION	HRC	HUMAN RESOURCE CENTRE					PWD-C												
RG	REGIONAL TRANSPORT/	HSPCA	THE HAMILTON SOCIETY FOR THE					PWD-L												
	ENVIRONMENTAL SERVICES GROUP		PREVENTION OF CRUELTY TO ANIMALS					PWD-P												
DO	HOUSING DEPARTMENT	IS	INFORMATION SYSTEMS DEPARTMENT					PWD-S												
ECFI	HAMILTON ENTERTAINMENT AND	P A	PARKING AUTHORITY					TRAFF												
	CONVENTION FACILITIES INC.	PLAN	PLANNING DEPARTMENT					TREAS												
PL	HAMILTON PUBLIC LIBRARY	PROP	PROPERTY DEPARTMENT																	
002	CL	CAPITAL LEVY (1993-\$2.2 Millions, 1994-3 Mills, 1995-4 Mills, 1996-5 Mills, 1997 & On-6 Mills)				1993	2002	51,824	2,200	3,034	4,065	5,107	6,159	6,190	6,220	6,252	6,283	6,314		
102	FIRE	USE CAPITAL LEVY TO FINANCE UPPER SHERMAN FIRE STATION				1993	1993	(2,200)	(2,200)											
1102	RPP	RESERVE FOR PROPERTY PURCHASE				1993	1993	600	600											RESTRICTED
1201	RDC	RESERVE FOR DEVELOPMENT CHARGES				1993	2002	2,280		430	460	145	0	530	0	135	220	360		USE OF
1203	RCP	RESERVE FOR CAPITAL PROJECTS - GENERAL				1993	2002	14,944	3,918	1,951	1,913	1,850	1,005	873	919	825	841	849		RESERVES
1107	RSTUL	RESERVE FOR CITY'S SHARE - UNSUBDIVIDED LAND				1993	1993	800	800											- CITY POLICY
1201	RPL	RESERVE FOR PARKS LAND - 5% LAND DEDICATION				1993	2002	12,075	1,365	1,450	1,650	1,850	1,260	900	900	900	900	900		
1202	ROSP	RESERVE FOR OFF-STREET PARKING				1993	1997	1,600	500	350	250	250	250							
1209	HSPCA	RESERVE FOR H.S.P.C.A.				1997	1997	230					230							
1204	RCP-L	RESERVE FOR CAPITAL PROJECTS - LIBRARY				1993	1996	453	67	161	111	114								
1205	RIWS	RESERVE FOR IVOR WYNNE STADIUM - PARK IMPROVEMENTS				1994	1994	250		250										
1206	RCP-H	RESERVE FOR CAPITAL PROJECTS - HECFI				1993	2002	1,770	290	150	40	150	200	200	140	200	200	200		
1210	RTS-CC	RESERVE FOR TICKET SURCHARGE - HECFI COPPS COLISEUM				1993	2002	495	105	35		30	75	75	100	55		20		
1404	BETF	BALFOUR ESTATE TRUST FUND				1993	1993	40	40											
Sub-total FINANCING FROM CAPITAL LEVY AND RESERVES								85,161	7,685	7,811	8,489	9,496	9,179	8,768	8,279	8,367	8,444	8,643		
TOTAL COST TO BE FINANCED BY THE																				
ISSUANCE OF DEBENTURE		(NET COST -	127,540)	1993	2002	295,608	168,068	12,103	9,164	15,503	10,741	15,313	22,515	4,906	13,934	17,350	6,011	20,344	2,444	
LESS DEBENTURE ISSUE - Parking Authority		(NET COST -	28,500)	1993	2002	42,730	14,230	7,000	1,100	100	100	200	10,000	0	10,000	0	0	4532	(50)	
TOTAL DEBENTURE ISSUE - Municipal		(NET COST -	99,040)	1993	2002	252,878	153,838	5,103	8,064	15,403	10,641	15,113	12,515	4,906	3,934	17,350	6,011	15,812	2,494	

1993-2002 CAPITAL BUDGET PROGRAM

PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

PROJ		PROJECT DESCRIPTION	PROJECT		GROSS	RECEIPTS	NET FINANCING										NATURE	ANNUAL	ANNUAL
NO.	DEPT		START	FINSH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
(1)	(2)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
NOTE: THE IMPLEMENTATION OF ANY PROJECT (1994 AND AFTER) FINANCED FROM RESERVES & RESERVE FUNDS IS SUBJECT TO THE AVAILABILITY OF RESERVES & RESERVE FUNDS																			
ASSUMPTIONS: DEBENTURE INTEREST RATE - AMORTIZED OVER 10 YEARS AT 9.5% - ANNUAL PRINCIPAL AND INTEREST PAYMENT PER \$1,000 - \$159.266																			
180.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS-RESIDENTIAL	1993	1993	680	219	461												
181.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS-RESIDENTIAL	1994	1997	3,060	977		484	507	533	559								
182.0	PWD	OWNERS SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1998	2002	4,755	1,524						588	617	648	679	699			
Sub-total		(NET OWNERS' COST - 5,775)			8,495	2,720	461	484	507	533	559	588	617	648	679	699			
TOTAL CAPITAL BUDGET PROGRAM					304,103	170,788	12,564	9,648	16,010	11,274	15,872	23,103	5,523	14,582	18,029	6,710		20,344	2,444
PROJECTS NOT REQUIRED - FUNDED FROM ROAD RECONSTRUCTION PLAN																			
68.0	PWD-L	CATCH BASIN AND DRAIN CONNECTIONS	1993	1993	50		50												
69.0	PWD-L	CATCH BASIN AND DRAIN CONNECTIONS	1994	1997	277			50	50	50	127								
70.0	PWD-L	CATCH BASIN AND DRAIN CONNECTIONS	1998	2002	734							134	140	147	154	159			
Sub-total - Projects Not Required		(NET COST - 1,061)			1,061	0	50	50	50	50	127	134	140	147	154	159		0	0
PROJECTS NOT OF CAPITAL NATURE FOR CURRENT BUDGET CONSIDERATION																			
167.0	HPL	COLLECTION DEVELOPMENT	1997	2001	1,526						276	290	305	320	335				240
Sub-total - Projects for Current Budget Consideration		(NET COST - 1,526)			1,526	0	0	0	0	0	276	290	305	320	335	0			240

1993-2002 CAPITAL BUDGET PROGRAM

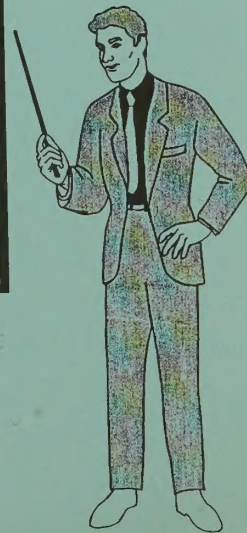
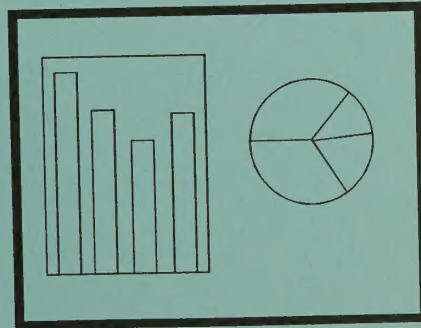
PROJECTS BY DEPARTMENT ORDER WITH FINANCING

(Thousands of Dollars)

APPROVED BY CITY COUNCIL

			PROJECT		GROSS	RECEIPTS		NET FINANCING									NATURE	ANNUAL	ANNUAL
NO.	DEPT	PROJECT DESCRIPTION	START	FINISH	COST	SUBSIDY	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	OF	DEBT	OPERATING
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	FUNDING	CHARGES	COST
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan)																			
76.0	PWD-C	DOWNTOWN ACTION PLAN PHASE VI-INTERCONNECTING STS			800											800			
27.0	C&R	INDOOR MULTI-SPORTS COMPLEX			13,600											13,600			550
26.0	C&R	SOUTH/EAST MOUNTAIN RECREATION CENTRE			12,600	**										12,600			700
34.0	PROP	MAJOR ACCOMODATION REFURBISHINGS - CITY HALL			5,000											5,000			
59.0	HPL	SOUTH WEST MOUNTAIN - NEW BRANCH CONSTRUCTION			5,255	**										5,255			669
25.0	C&R	WHITEHERN RENOVATION			436											436			0
28.0	C&R	SOUTH/WEST MOUNTAIN RECREATION CETRE			12,800	**										12,800			675
58.0	HPL	SOUTH EAST MOUNTAIN - NEW BRANCH CONSTRUCTION			7,166	**										7,166			1,061
40.4	PWD-P	PARKLAND ACQUISITION			6,000											6,000			13
15.0	C&R	CHILDREN'S MUSEUM REDEVELOPMENT			8,800											8,800			450
29.0	C&R	MILITARY MUSEUM RE-DEVELOPMENT			3,450											3,450			150
30.0	C&R	ART CENTRE			6,000											6,000			250
21.0	C&R	HAMILTON/SCOURGE PROJECT - ARTIFACTS			650											650			100
Sub-total No Specific Funding Recommended		(NET COST -	82,557)		82,557	0	0	0	0	0	0	0	0	0	0	82,557		0	4,618
Note: Growth-Related Project - Timing Depends On The Availability Of Funding From The Reserve For Development Charges																			
TOTAL REQUEST		(NET COST -	218,459)		389,247	170,788	12,614	9,698	16,060	11,324	16,275	23,527	5,968	15,049	18,518	89,426		20,344	7,302

STATISTICAL INFORMATION



PERMANENT STAFF COMPLEMENT LISTING BY DEPARTMENT

<u>Department</u>	<u>1991</u>	<u>As At Apr. 24, 1992</u>	<u>As At May 27, 1993</u>
Legislative	12.0	13.0	13.0
City Clerk	57.0	55.0	56.0
Chief Administrative Office	2.0	2.0	2.0
Fire	503.0	501.0	484.0
Property:			
Real Estate Division	14.0	16.0	17.0
Building Operations & Maintenance Division	78.0	77.0	75.0
Architect Division	5.0	7.0	8.0
Central Utilities Plant	25.0	19.0	18.0
Law	26.0	24.0	21.0
Treasury:			
Finance Division	62.0	61.0	61.0
Purchasing Division	14.0	11.0	12.0
Hamilton Public Library	238.0	241.0	238.0
Parking Authority	17.0	22.0	21.0
Hamilton Entertainment & Convention Facilities, Inc.	78.0	81.0	73.0
Cemeteries Division	47.0	55.0	45.0
Parks Division	22.5	18.5	19.0
Recreation & Culture	152.0	165.0	163.0
Building	83.5	76.5	75.0
Traffic	321.0	316.0	314.0
Streets & Sanitation Division	502.0	484.0	492.0
Fleet Services	42.0	39.0	38.0
City Garage	5.0	5.0	5.0
Information Systems	46.0	47.0	55.0
Total Employee Count	<u>2,352.0</u>	<u>2,336.0</u>	<u>2,305.0</u>

**TOTAL RESIDENTIAL MILL RATES AND RESIDENTIAL
REALTY TAXES ON AN ASSESSMENT OF \$5,000**

Description (1)	Mill Rates					Increase/(Decrease) 1992 to 1993	
	1989 (2)	1990 (3)	1991 (4)	1992 (5)	1993 (6)	Mills/\$ (7)	% (8)
<u>Residential</u>							
City	92.2114	96.7685	98.6655	102.5572	104.2203	1.6631	1.62%
Region	82.9278	92.1727	99.6322	103.5133	107.0004	3.4871	3.37%
Sub Total	175.1392	188.9412	198.2977	206.0705	211.2207	5.1502	2.50%
Education	148.9362	175.8888	177.7870	186.1175	190.1989	4.0814	2.19%
Total Residential Mill Rates	<u>324.0754</u>	<u>364.8300</u>	<u>376.0847</u>	<u>392.1880</u>	<u>401.4196</u>	<u>9.2316</u>	<u>2.35%</u>
<u>Realty Taxes Based on an Assessment of \$5,000</u>							
City Realty Taxes	\$461.06	\$483.84	\$493.33	\$512.79	\$521.11	\$8.32	1.62%
Region Realty Taxes	<u>\$414.64</u>	<u>\$460.86</u>	<u>\$498.16</u>	<u>\$517.57</u>	<u>\$535.00</u>	<u>\$17.43</u>	<u>3.37%</u>
Total City and Region	\$875.70	\$944.70	\$991.49	\$1,030.36	\$1,056.11	\$25.75	2.50%
Education Realty Taxes	<u>\$744.68</u>	<u>\$879.44</u>	<u>\$888.93</u>	<u>\$930.59</u>	<u>\$950.99</u>	<u>\$20.40</u>	<u>2.19%</u>
Total Amount Payable	<u>\$1,620.38</u>	<u>\$1,824.14</u>	<u>\$1,880.42</u>	<u>\$1,960.95</u>	<u>\$2,007.10</u>	<u>\$46.15</u>	<u>2.35%</u>

COMPARISON OF TAXABLE ASSESSMENT AND POPULATION, 1984 – 1993

	1993 Unrevised Estimate (1)	1992 Unrevised Estimate (2)	Actual								
			1992 (3)	1991 (4)	1990 (5)	1989 (6)	1988 (7)	1987 (8)	1986 (9)	1985 (10)	1984 (11)
Assessment											
Residential	593,420	588,965	587,395	573,281	560,782	546,987	530,523	518,096	511,211	505,307	503,788
Non-Residential	412,758	416,643	415,985	426,256	421,828	417,061	403,941	399,690	394,255	391,616	384,793
(1)	1,006,178	1,005,608	1,003,380	999,537	982,610	964,048	934,464	917,786	905,466	896,923	888,581
Per Capita											
	3,205	3,203	3,196	3,184	3,199	3,139	3,042	2,983	2,943	2,915	2,884

(1) This is the unrevised taxable assessment made in the year 1992 upon which 1993 taxes shall be levied.

Final assessments are quoted for all other years.

Increase over prior year	0.06%	0.61%	0.38%	1.72%	1.93%	3.17%	1.82%	1.36%	0.95%	0.94%	0.14%
-----------------------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Distribution – Percentage

Residential	58.98%	58.57%	58.54%	57.35%	57.07%	56.74%	56.77%	56.45%	56.46%	56.34%	56.70%
Non-Residential	41.02%	41.43%	41.46%	42.65%	42.93%	43.26%	43.23%	43.55%	43.54%	43.66%	43.30%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Population

Number	313,918	313,918	313,918	313,918 (a)	307,160	307,160	307,160 (a)	307,690	307,690	307,690 (a)	308,102
Increase (Decrease) over prior year				2.20%			-0.17%			-0.13%	

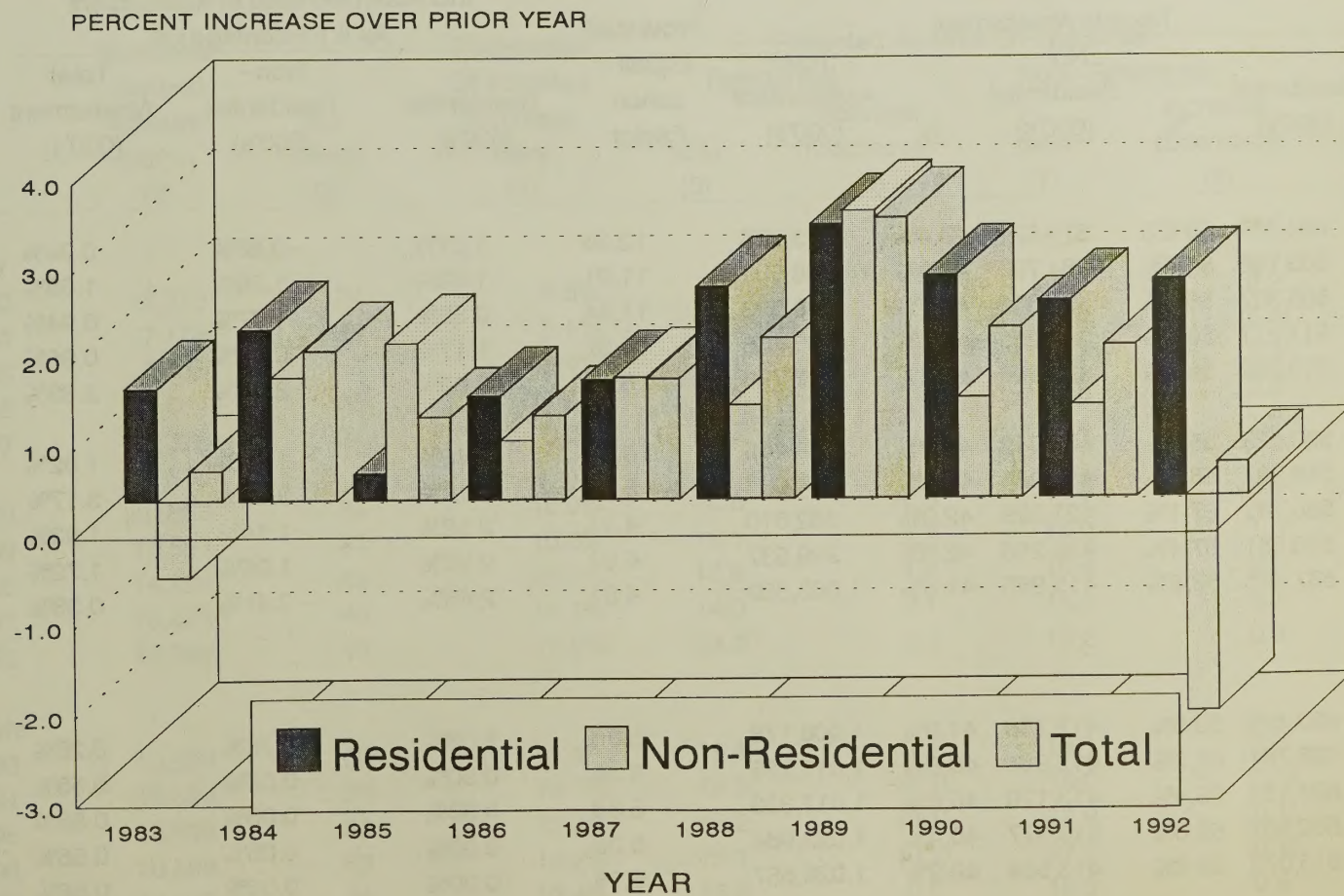
(a) Based on a Provincial Census conducted in the 1991, 1988 and 1985 election years.

SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY, AND MILL RATES

Year	Population	Adjusted Municipal Levy	Residential Mill Rate				Non – Residential Mill Rate			
		Municipal	Regional	Education	Total	Municipal	Regional	Education	Total	
<i>Actual</i>										
1983	308,102	74,556,223	62.7923	56.6640	98.1207	217.5770	73.8733	66.6636	115.4361	255.9730
1984	308,102	83,449,539	69.7323	56.8038	102.4846	229.0207	82.0379	66.8280	120.5701	269.4360
1985	307,690	88,222,796	73.4019	59.6126	110.6781	243.6926	86.3552	70.1325	130.2096	286.6973
1986	307,690	96,378,475	79.3485	63.5186	111.7193	254.5864	93.3512	74.7278	131.4345	299.5135
1987	307,690	103,722,620	83.9779	69.3371	128.3670	281.6820	98.7975	81.5731	151.0200	331.3906
1988	307,160	109,140,470	87.7568	73.3187	138.1575	299.2330	103.2433	86.2574	162.5382	352.0389
1989	307,160	117,961,263	92.2114	82.9278	148.9362	324.0754	108.4840	97.5621	175.2191	381.2652
1990	307,160	124,233,690	96.7685	92.1727	175.8888	364.8300	113.8453	108.4385	206.9279	429.2117
1991	313,918	128,986,366	98.6655	99.6322	177.7870	376.0847	116.0771	117.2144	209.1611	442.4526
1992	313,918	133,516,552	102.5572	103.5133	186.1175	392.1880	120.6555	121.7803	218.9618	461.3976
<i>Estimate</i>										
1993	313,918	133,889,400	104.2203	107.0004	190.1989	401.4196	122.6121	125.8828	223.7634	472.2583
1994	315,488	134,558,847	105.2625				123.8382			
1995	315,488	135,231,641	107.3678				126.3151			
1996	315,488	136,583,957	109.5152				128.8414			
1997	317,065	137,949,797	111.7055				131.4182			

Note: Adjusted Municipal Levy Consists Of Municipal City Levy, Supplementary Taxes, Telephone and Telegraph Receipts, Payment In Lieu Of Taxes And Unconditional Grants.

COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT



COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

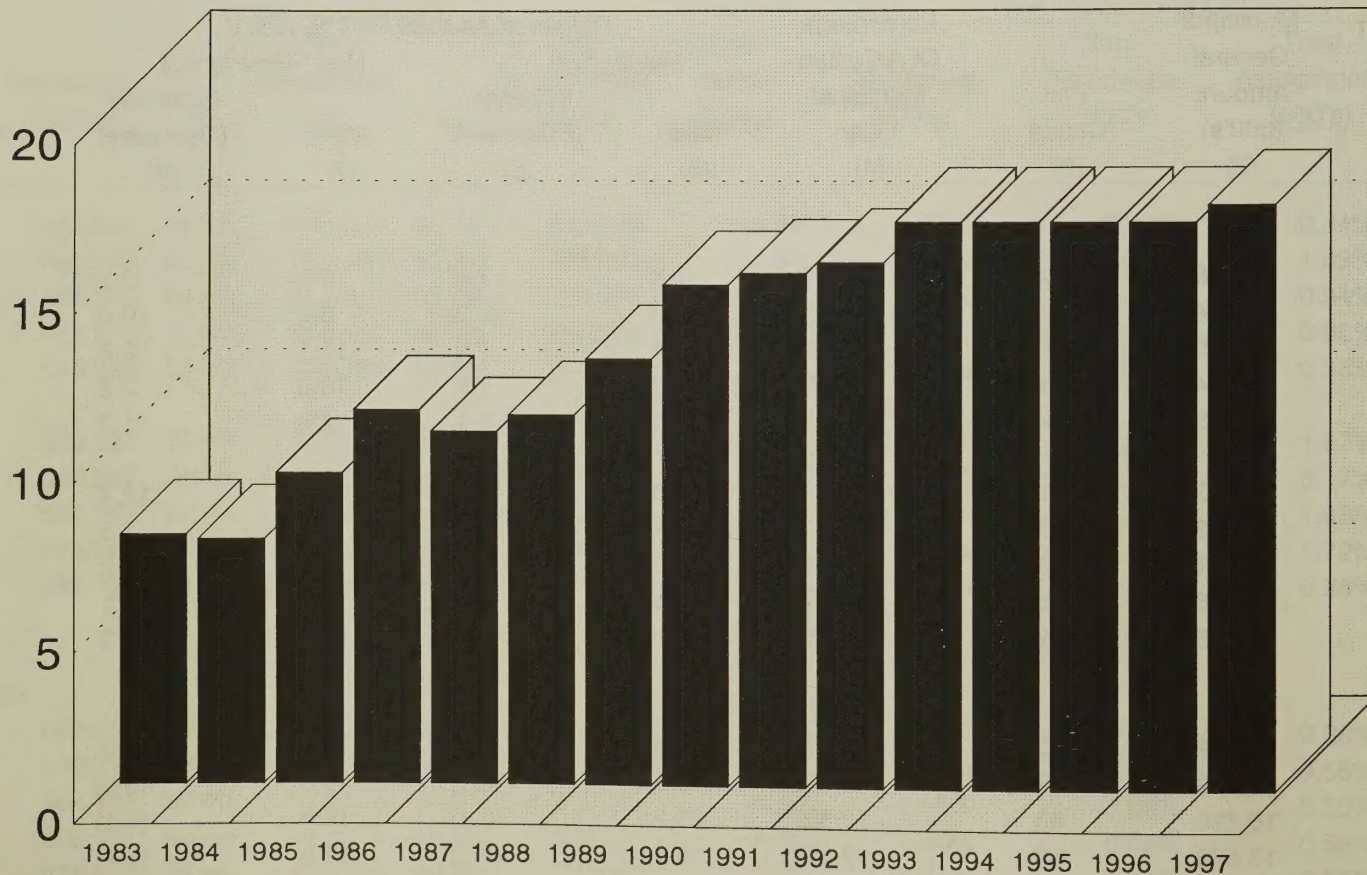
Year	Taxable Assessment					Provincial Equali- zation Factor	Increase/Decrease In Assessment As A Percentage Of:			Year	
	Residential		Non- Residential		Total		Residential		Non- Residential		Total
	(000's)	%	(000's)	%	Assessment (000's)		(000's)	%	(000's)		%
<i>Actual</i>											
1983	494,249	56.6%	379,527	43.4%	873,776	12.36	1.27%	-0.86%	0.34%	1983	
1984	503,788	56.7%	384,793	43.3%	888,581	11.91	1.93%	1.39%	1.69%	1984	
1985	505,307	56.3%	391,616	43.7%	896,923	11.44	0.30%	1.77%	0.94%	1985	
1986	511,211	56.5%	394,255	43.5%	905,466	10.37	1.17%	0.67%	0.95%	1986	
1987	518,096	56.5%	399,690	43.5%	917,786	8.91	2.53%	2.06%	2.33%	1987	
1988	530,523	56.8%	403,942	43.2%	934,465	6.96	2.40%	1.06%	1.82%	1988	
1989	546,987	56.7%	417,061	43.3%	964,048	5.82	3.10%	3.25%	3.17%	1989	
1990	560,782	57.1%	421,828	42.9%	982,610	4.91	2.52%	1.14%	1.93%	1990	
1991	573,281	57.4%	426,256	42.6%	999,537	4.91	2.23%	1.05%	1.72%	1991	
1992	587,395	58.5%	415,985	41.5%	1,003,380	4.91	2.46%	-2.41%	0.38%	1992	
<i>Estimate</i>											
1993	593,420	59.0%	412,758	41.0%	1,006,178	5.38	1.03%	-0.78%	0.28%	1993	
1994	598,761	59.2%	412,964	40.8%	1,011,725	5.38	0.90%	0.05%	0.55%	1994	
1995	604,150	59.4%	413,170	40.6%	1,017,320	5.38	0.90%	0.05%	0.55%	1995	
1996	609,587	59.6%	413,377	40.4%	1,022,964	5.38	0.90%	0.05%	0.55%	1996	
1997	615,073	59.8%	413,584	40.2%	1,028,657	5.38	0.90%	0.05%	0.56%	1997	

ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST FINANCED BY MILL RATES (EXCLUSIVE OF REGION AND EDUCATION)

Year (1)	Municipal General Amount (000's) (2)	Per Capita (3)	Percentage Of Adjusted Municipal Levy (4)	Reflected As Mills On The Dollar				Year (9)
				Residential		Non – Residential		
				Mills (5)	Increase/ (Decrease) (6)	Mills (7)	Increase/ (Decrease) (8)	
<i>Actual</i>								
1983	7,318	24	9.8%	7.8	7.8	9.2	9.2	1983
1984	7,174	23	8.6%	7.5	(0.3)	8.8	(0.4)	1984
1985	9,135	30	10.4%	9.4	1.9	11.1	2.3	1985
1986	11,014	36	11.4%	11.3	1.9	13.3	2.2	1986
1987	10,375	34	10.0%	10.5	1.1	12.4	1.3	1987
1988	10,863	35	10.0%	10.8	10.8	12.7	12.7	1988
1989	12,533	41	10.6%	12.1	1.3	14.2	1.5	1989
1990	14,724	48	11.9%	13.9	1.8	16.4	2.2	1990
1991	15,075	48	11.7%	14.0	0.1	16.5	0.1	1991
1992	15,395	49	11.5%	14.3	0.3	16.8	0.3	1992
<i>Estimate</i>								
1993	16,599	53	12.4%	15.4	1.1	18.1	1.3	1993
1994	16,599	53	12.3%	15.3	(0.1)	18.0	(0.1)	1994
1995	16,599	53	12.3%	15.2	(0.1)	17.9	(0.1)	1995
1996	16,599	53	12.2%	15.1	(0.1)	17.8	(0.1)	1996
1997	17,099	54	12.4%	15.6	0.5	18.3	0.5	1997

MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST (EXCLUSIVE OF REGION AND EDUCATION)

Thousands



**DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)
(000'S)**

<u>Year</u>	<u>General (Includes Library & H.E.C.F.I.)</u>	<u>Municipal Parking Authority</u>	<u>Total Municipal</u>	<u>Self-Sustaining Municipal Services Owner's Share</u>	<u>Gross Debenture Debt Charges Outstanding</u>	<u>Year</u>
<i>Actual</i>						
1983	7,318	173	7,491	678	8,169	1983
1984	7,174	172	7,346	678	8,024	1984
1985	9,135	171	9,306	628	9,934	1985
1986	11,014	167	11,181	603	11,784	1986
1987	10,375	166	10,541	485	11,026	1987
1988	10,863	502	11,365	435	11,800	1988
1989	12,533	1,284	13,817	398	14,215	1989
1990	14,724	1,270	15,994	478	16,472	1990
1991	15,075	1,270	16,345	402	16,747	1991
1992	15,395	1,268	16,663	328	16,991	1992
<i>Estimate</i>						
1993	16,599	1,243	17,842	328	18,170	1993
1994	16,599	1,237	17,836	354	18,190	1994
1995	16,599	1,238	17,837	354	18,191	1995
1996	16,599	1,217	17,816	354	18,170	1996
1997	17,099	1,217	18,316	354	18,670	1997

ANNUAL VALUE OF BUILDING PERMITS BY CLASSIFICATION

Year (1)	Residential			Commercial			Industrial			Year (11)
	No. Of Permits (2)	Value (000'S) (3)	% (4)	No. Of Permits (5)	Value (000'S) (6)	% (7)	No. Of Permits (8)	Value (000'S) (9)	% (10)	
1983	3,174	41,657	32.9%	418	56,398	44.6%	67	10,745	8.5%	1983
1984	3,715	54,639	40.7%	472	36,321	27.1%	98	21,465	16.0%	1984
1985	3,409	66,137	32.6%	450	20,469	10.1%	128	101,621	50.1%	1985
1986	3,470	86,200	22.1%	438	45,724	11.7%	144	172,111	44.1%	1986
1987	3,574	139,731	44.7%	493	71,333	22.8%	124	65,027	20.8%	1987
1988	4,006	155,235	55.8%	595	48,913	17.6%	105	25,703	9.2%	1988
1989	4,542	199,886	51.9%	496	92,668	24.1%	129	25,230	6.6%	1989
1990	2,882	126,782	35.0%	557	74,347	20.5%	116	71,290	19.7%	1990
1991	1,658	71,624	47.6%	391	30,744	20.4%	60	13,176	8.7%	1991
1992	1,715	75,642	57.1%	364	29,983	22.7%	46	4,142	3.1%	1992

Year (12)	Institutional			Miscellaneous			Total			Year (22)
	No. Of Permits (13)	Value (000'S) (14)	% (15)	No. Of Permits (16)	Value (000'S) (17)	% (18)	No. Of Permits (19)	Value (000'S) (20)	% (21)	
1983	115	16,299	12.9%	293	1,413	1.1%	4,067	126,512	100.0%	1983
1984	116	19,956	14.9%	462	1,821	1.3%	4,863	134,202	100.0%	1984
1985	90	12,126	6.0%	560	2,312	1.2%	4,637	202,665	100.0%	1985
1986	105	83,113	21.3%	539	2,874	0.8%	4,696	390,022	100.0%	1986
1987	93	33,433	10.7%	483	3,062	1.0%	4,767	312,586	100.0%	1987
1988	94	44,428	16.0%	549	4,043	1.4%	5,349	278,322	100.0%	1988
1989	117	60,625	15.7%	665	6,776	1.7%	5,949	385,185	100.0%	1989
1990	133	86,982	24.0%	413	2,986	0.8%	4,101	362,387	100.0%	1990
1991	84	32,118	21.3%	488	2,968	2.0%	2,681	150,630	100.0%	1991
1992	115	19,065	14.4%	501	3,521	2.7%	2,741	132,353	100.0%	1992

REPORT OF THE FINANCE AND ADMINISTRATION COMMITTEE

As approved by City Council April 27, 1993

To the Council of The Corporation of the City of Hamilton.

Members of Council:

The Finance and Administration Committee presents its *Eleventh* Report for 1993 and respectfully recommends:

1. That leave be granted to introduce the following bills:

- (a) Bill No. H-33 By-Law No. 93-105 to Fix the Rates of Taxation for Municipal (City) Purposes for the year 1993.
- (b) Bill No. H-34 By-Law No. 93-106 to Fix the Rates of Taxation for Regional Purposes for the year 1993.
- (c) Bill No. H-35 By-Law No. 93-107 to Fix the Rates of Taxation for School Purposes for the year 1993.

- (d) Bill No. H-36 By-Law No. 93-108 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the Year 1993.
- (e) Bill No. H-37 By-Law No. 93-109 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada.

APPENDIX

1993 CURRENT BUDGET ASSUMPTIONS

- Provincial grants expected to increase by 2% for Unconditional Subsidies.

- User Fees to be reviewed and increased by at least the annual inflationary increase.

- Assessment growth expected to be .25% for 1993.

- Prior Year Surplus has been reduced by \$250,000 in accordance with City policy.

- Interest rates for purposes of Investment Income assumed at 6% per annum.

- Debt Charges and the Capital Levy are in accordance with the 1993-2002 Capital Budget.

- Projected annual inflationary increase of 1.5%

- No new staff and no new programs unless previously approved by Council.

- Salaries & Wages include a 5% contract increase for Local 5 and 3%/1% for Local 167 and Non-Union staff.

- Various Rates:

Hydro	8.2%
Heating Fuel/Natural Gas	1.0%
Postage	2.4%
Stationery & general office supplies	0.0%
Telephone long-distance charges	0.0%

1993 AMENDMENTS TO ASSUMPTIONS

- Provincial Expenditure Control Plan reduced Unconditional Subsidies by 11.1%

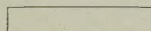
- Assessment growth @ .06% which created a levy reduction due to percentage change in weighted taxable assessment.

- Council recommends that non-union staff receive a 0% increase for 1993 and that labour costs within each defined employee group and City Council be held at the 1992 level.

**1993 CURRENT BUDGET – SERVICE/PROGRAM PACKAGES
AS APPROVED BY COUNCIL ON FEBRUARY 26, 1993**

PKG #	DEPARTMENT	PACKAGE AMOUNT	MILL RATE		DESCRIPTION
			AMOUNT	% INC.	
			\$2,004,350	1.811	STATUS OF MILL RATE FEB. 22/93
2	TREASURY	\$9,910	\$1,994,440	1.802	Elimination of Second Legislative Car
6	PUBLIC WORKS	\$106,000	\$1,888,440	1.707	Mum Show (Net) – Including 2 Vacant Fte's
7	PROPERTY	\$29,500	\$1,858,940	1.680	Various miscellaneous maint. items
23	HUMAN RESOURCES	\$64,480	\$1,794,460	1.622	Corporate Health
1	PUBLIC WORKS	\$38,090	\$1,756,370	1.587	Enforcement of Barking Dog By-law 1 Vac. FTE
3	PROPERTY	\$25,000	\$1,731,370	1.565	Remove night security service
4	FINANCIALS	\$505,450	\$1,225,920	1.108	Seniors Tax Credit-Revised Program
5	RECREATION	\$50,000	\$1,175,920	1.063	Supplementary Revenue
8	CULTURE	\$23,020	\$1,152,900	1.042	Daily operations
9	BUILDING	\$25,000	\$1,127,900	1.019	Enforcement of Heating By-law
10	RECREATION	\$25,000	\$1,102,900	0.997	Reduction in the operation of outdoor pools
11	RECREATION	\$20,000	\$1,082,900	0.979	Public Education and Promotion
12	RECREATION	\$30,000	\$1,052,900	0.951	Special Events budget (Winterfest, Seniors and Fit Days...)
13	CULTURE	\$11,840	\$1,041,060	0.941	Museum standards and Public Programs
14	RECREATION	\$30,000	\$1,011,060	0.914	Reduction in Gymnasium Usage
15	RECREATION	\$8,000	\$1,003,060	0.906	Reduction in Community Services Subsidies
16	RECREATION	\$35,000	\$968,060	0.875	Reduction of Part-time students, cashiers, monitors checkers
17	FINANCIALS	\$450,000	\$518,060	0.468	Transfer to Snow Reserve
18	RECREATION	\$50,000	\$468,060	0.423	50% reduction of summer outdoor program (playground supie's)
19	RECREATION	\$20,000	\$448,060	0.405	Reduce building repairs
20	RECREATION	\$10,690	\$437,370	0.395	Reductions to various equipment, supplies and operating accounts
21	RECREATION	\$10,000	\$427,370	0.386	Reduction in services at Seniors Centres
22	PROPERTY	\$35,750	\$391,620	0.354	Reduction in painting maint. program – civic buildings
24	FINANCIALS	\$394,530	(\$2,910)	-0.003	Eliminate annualized cost of Capital Projects

NOTE:



Indicates those Service/Program packages approved by Council not to be funded in the 1993 City of Hamilton Current Estimates, resulting in a mill rate increase of 1.62%.

CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Assumptions

The figures presented in these schedules are based on the following assumptions:

Population	- Increase per annum	. 50 percent
Assessment	- Increase per annum	. 50 percent
Tax Levy	- Increase per annum Municipal	4. 00 percent
Interest Rates	- Other Municipal Projects	9. 50 percent
Term of		
Debentures	- Municipal Projects - 1991 & Prior	10 years
	- Municipal Projects - 1992 & After	10 years
	- (Delay issuance of Debenture	
	- one year)	

Notations:

(1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project - Start/Finish".

(2) Notations on Subsidies or Other Receipts -

CF	Current Fund
CL	Capital Levy
COM	Commutation

DC	Debt Charges
DEB	Debenture
F	Federal Contribution
LS	Land Sale
NPH	Non-Profit Housing
ONT HYD	Ontario Hydro
OR	Other Revenue Source
P	Provincial Contribution
PS	Public Subscription
RCP	Reserve for Capital Projects - General
RCP-H	Reserve for Capital Projects - Hamilton Entertainment Convention Facilities Inc. (H.E.C.F.I.)
RCP-L	Reserve for Capital Projects - Library
RHW	Region of Hamilton-Wentworth
R-NPH	Recoverable from Municipal Non-Profit (Hamilton) Housing Corporation
ROSP	Reserve for Off-Street Parking
RPL	Reserve for Park Land - 5% Land Dedication
RPP	Reserve for Property Purchase
RS	Roadway Subsidy
RSTUL	Reserve for Services Through Unsubdivided Land
RTS-CC	Reserve for Ticket Surcharge - Copps Coliseum (H.E.C.F.I.)
RTS-HP	Reserve for Ticket Surcharge - Hamilton Place (H.E.C.F.I.)
UF	Users' Fees

Accrual Basis of Accounting

The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

Adjusted Municipal Levy

Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes, and receipts from telephone and telegraph companies.

Appropriation

This is an allocation of funds, authorized by City Council and/or the Ontario Municipal Board which is used as an authorized cost for an object of expenditure, a department or a project. This term is also used to identify the authorized revenue to be recovered for an object or a project.

Assessment

The official dollar value of a property, as determined by the local Provincial Assessment Office, is calculated by taking a certain percentage of the market value of the said property for taxation purposes.

Assessment Roll

With real property, the official list provided by the local Provincial Assessment Office containing the legal description of each parcel of property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name

Assessment Roll - Cont'd.

and address of the owner and the nature of the business, school support, and its assessed value.

Business Assessment

An assessment computed as a percentage of the realty assessment of that real property. The percentage varies based on the nature of the business.

Capital Budget

A plan of the capital projects to be undertaken during a specified period, together with the method of financing.

Capital General Contingency

A reserve set aside against unforeseen increases in capital project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

Capital Levy

A provision made in the current budget which can be applied as a cash payment to a capital project (Pay-as-you-go), thus eliminating the necessity of issuing debentures to finance the project resulting in the saving of the interest factor. Prior to 1992 the levy was 6 Mills, which was reduced to 4 Mills in 1992, and 2 Mills in 1993.

Capital Project

Any major expenditure (at least \$100,000 or more) incurred for municipal purposes, the benefit of which would last several years, can be treated as a capital project.

GLOSSARY OF TERMS

Contingency

A provision within the Current Budget set aside against unforeseen expense.

Consolidated Expenditure

Net total expenditure of the Revenue Fund, Capital Fund and Reserve Fund.

Consolidated Revenue

Net total revenue of the Revenue Fund, Capital Fund and Reserve Fund.

C.P.I. - Consumer Price Index

An indicator of changes in consumer prices, as monitored by Statistics Canada.

Current Budget

Could be referred to as the operating budget, indicating the amount to be expended in a particular year to provide the necessary services to operate the City. The current budget also includes the amount of revenue to be received in the year for service charges, grants and subsidies from the Provincial government, together with the amount to be levied against the taxpayer.

Current Budget Management Team Sub-Committee (C.B.M.T.S.C.)

A sub-committee of Management Team created to review, monitor, prioritize and evolve the current budget with recommendations to Management Team.

Debenture

An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects, amortized over ten to twenty years.

Debenture Principal & Interest

A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan (also referred to as debt charges).

Debt Charges

the term "debt charges" is used in reference to the annual amount of principal and interest which must be paid each year to retire the debentures issued to finance a capital project.

Debt Charges-to-Adjusted Levy

the relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 11.9% of the adjusted levy for the ten years of the 1993-2002 Capital Budget (The City's established policy is 12.5%).

Downsizing

Streamlining services/programs to establish the appropriate city staffing levels to ensure efficient and effective operations. Downsizing could involve reorganizations.

Equalization Factor

This is a predetermined number used to convert rateable assessment to equalized assessment for equitable distribution of Provincial grants. Each municipality has a different number used for the equalization factor which shall be published in the Ontario Gazette in each year not later than the 15th day of July.

Estimate

This refers to the approved current operating budget of a specific city account (revenue or expenditure).

Expenditure

The actual amount spent on a particular account or a project.

F.T.E. - Full Time Equivalent

The translation of staff positions (full or part-time) to the equivalent of 1 full time positions on the basis of working annually 2,080 hours.

Fund

Resources which are designated for specific purposes and are thus segregated from all other resources, and access to the fund is restricted to applications which meet the purpose of the fund.

"Hard" and "Soft" Services

Hard services are infrastructure expenditures such as roads, sidewalks, fire, buildings, etc., and soft services are mainly cultural, recreational, and administrative (Clerk's, Treasury, Law) type expenditures.

H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.)

A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario, which oversees the operations of the Hamilton Convention Centre, Hamilton Place and Copps Coliseum.

H.S.P.C.A.

Hamilton Society for the Prevention of Cruelty to Animals.

Levy

Taxes collected for City, Region and education purposes. The City Levy is the amount required for city purposes including the sums required for all Local Boards under the city's jurisdiction.

Local Board

A board, commission, committee, body or local authority established or exercising any power or authority with respect to any of the affairs or purposes of the municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

Long-Term Debt

See "Debenture".

Maintenance Budget

A current budget whereby the cost to maintain the same level of programs/services as in the prior year are increased by the rate of inflation and other related increased costs of service.

GLOSSARY OF TERMS

Management Team

Includes City Department Heads and Managers of Local Boards who meet regularly to discuss civic issues/concerns including review of Committee reports and presentation of the annual Current and Capital budgets to Council.

Mill

Term used by municipalities to calculate the levy to be imposed upon a taxpayer depending upon the assessed value of the property. The value of one non-residential assessment can be determined by adding 85% of residential assessment to non-residential assessment and dividing this total by one thousand. The value of one residential assessment can be determined by dividing the value of non-residential assessment by 85%.

ie:	1993 Residential Assessment		
	\$593,419,976 x 85%	=	\$504,406,980
	1993 Non-Residential Assessment	=	<u>412,757,871</u>
			<u>\$917,164,851</u>
	Value of one Non-Residential Mill (1993)		
	= \$917,164,851 ÷ 1,000	=	\$91,716,485
	Value of one Residential Mill (1993)		
	= \$91,716,485 ÷ .85	=	\$1,079,017

Mill Rate

See "Tax Rate".

Modified Program Budgeting

Budgeting that involves determining the costs of services on a per program basis.

Non-Funded Packages

Those service/program packages developed through departments and Management Team which were agreed to be not funded by the Committee of The Whole.

O.M.B. - Ontario Municipal Board

A Board of the Province given jurisdiction and power in relation to municipal affairs, including approving borrowing, approval of certain by-laws, land use and supervising certain expenditures.

Ontario Conditional Grants

Provincial grants on specific types of current expenditures.

Ontario Unconditional Grants

Provincial grants based on various factors including households, equalization factor, provincial standard, levies and assessments. These grants assist the municipality for costs incurred in supplying services to its residents.

Operating Budget

See "Current Budget".

"Pay-As-You-Go"

The policy of defraying a portion of the cost of Capital projects through the Current Budget by way of the Capital Levy instead of issuing long-term debentures.

Payment-In-Lieu of Tax

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Provincial Equalization Factor

A factor calculated by the province to ensure that the assessment of rateable (taxable) properties of all municipalities are equalized so that costs may be apportioned and grants provided on a basis which is just and equitable between municipalities throughout the Province.

Rateable Assessment

See "Taxable Assessment".

Reserve

A reserve is an allocation of net revenue which does not relate to any specific asset, and cannot have a revenue or an expense of itself. A reserve may be established for a predetermined purpose and applied for that purpose.

Reserve Fund

Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

Revenue

Amounts received by a municipality either through surplus from prior year, collection of taxes, user fees, and other revenues (encompassing Ontario grants, payments-in-lieu of taxes, reserves, and other financial accounts), which are used to balance the expenditure requirements for the year.

"Rightsizing"

See "Downsizing".

Self-Sustaining Municipal Services

Revenue is not raised through property taxation but on a user fee basis.

Special Assessment

A compulsory levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be of general benefit to the public and of special benefit to such property.

Standing Committee

Reporting to City Council, Standing Committees are operational Committees through which Departments and Local Boards report on various civic issues and policies.

Supplementary Assessment

Additional taxation revenue received as a result of new developments and/or alterations/additions to existing properties which is added to the tax roll for part of the year and consolidated in the next year's tax roll.

GLOSSARY OF TERMS

Surplus From Previous Year (Carried Forward Surplus)

A current budget revenue source which is determined by the amount of excess revenue over expenditure carried forward from the previous year's current operations.

Taxable Assessment

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1993 taxation is based upon 1975 market values.

Tax Levy

The net total expenditures of the current operating budget which has to be raised through property taxation.

Tax Rate

The rate per \$1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

User Fees

Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits, and fees for recreational/cultural services.



HAMILTON PUBLIC LIBRARY



3 2022 21335749 0